

Future Leaders in VUCA Bureaucracy: Millennials and Generation Z Perspective

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Abstract

Civil servants in Indonesia are currently dominated by the productive age group, consisting of millennials (born in 1981-1996) at 2.32 million (52%) and Generation Z (born after 1997) at 268.9 thousand people (6%). Regarding to this number, the figure of future leaders is certainly developing, in line with the conditions of Millennials and generation Z (Gen Z) dominance, how cross-generational leaders can face the VUCA era in government bureaucracy. This research aims to find out the agile characteristics that future leaders must have from the perspective of Millennials and Gen Z, what future leaders must be like, and the strategies they must have to be able to survive and become winners in the VUCA era. This research uses a literature review, field research, and model formulation. This research reveals that the characteristics of future leaders must have agile leadership characteristics: integrity, effective communication skills, intelligent, emotional intelligence, visionary and resilience skill, privacy and work-life balance concern, good talent management skills, outward-looking and tech-savvy. Millennials and Gen Z visualize leaders who are not only capable and intelligent but deeply human-leaders who connect, listen, and support their teams while staying grounded in integrity and empathy, who can navigate both the complexities of modern life and the demands of a rapidly changing world.

Keywords:

future leaders; millennial and generation Z perspective; VUCA; bureaucracy

Introduction

In the VUCA (Volatile, Uncertain, Complex, and Ambiguous) era, governments around the world are being forced to adapt in unprecedented ways. The rapid pace of technological advancements, global economic shifts, political instability, and environmental challenges all contribute to an environment that is increasingly difficult to navigate (Bennett & Lemoine, 2014). For governments to remain effective and responsive, they must transform their structures, policies, and leadership approaches to meet these evolving demands (Schoemaker, Heaton, & Teece, 2018).

One of the main pressures of the VUCA world is volatility, where change happens swiftly and unpredictably. Governments, historically known for bureaucratic rigidity, are now being forced to become more agile. This could mean adopting faster decision-making processes, being more flexible in policy implementation, and streamlining communication between departments. For example, during crises like the COVID-19 pandemic, governments had to quickly mobilize

resources, make rapid policy adjustments, and collaborate across sectors to address public health challenges. In a volatile world, traditional slow-moving processes no longer suffice.

Uncertainty is another key aspect of VUCA that requires government transformation. Unpredictable global events, such as economic downturns or natural disasters, can create uncertainty at all levels of governance. Governments must now build systems that are resilient and capable of responding to unexpected shocks. This includes strengthening disaster preparedness, enhancing crisis management protocols, and investing in predictive technologies like data analytics and AI. Being proactive, rather than reactive, can help governments navigate uncertainty more effectively.

The complexity of the modern world also challenges governments. Issues such as climate change, migration, and cybersecurity are highly interconnected and require multifaceted solutions. Governments can no longer address these problems in isolation; they need to collaborate with multiple stakeholders, including private businesses, non-governmental organizations, and international bodies. This means transforming from siloed structures into more collaborative and cross-functional systems. By fostering partnerships and encouraging open dialogue between sectors, governments can better manage the complexity of modern governance.

Ambiguity, the final component of VUCA, complicates the ability of governments to make clear decisions in a fast-evolving world. Policies that once seemed straightforward are now clouded by ambiguity due to changing societal values, technological disruption, and the evolving global landscape. Governments must learn to make decisions even when outcomes are unclear, relying on adaptive leadership and scenario planning. The ambiguity in the VUCA environment calls for a shift toward more dynamic governance models, where continuous learning, experimentation, and feedback loops are key to policy innovation.

Workplaces have become increasingly indeterminate and unpredictable due to the integration of new technologies, gap generation and evolving work practices. This environment has significantly raised the expectations placed on leaders. Consequently, it is essential for leaders to adopt diverse leadership styles to effectively navigate these challenges and guide their teams through constant change. How about leadership in public sector?

In the public sector, leadership faces unique challenges due to the complexity of governance, heightened scrutiny, and the need to balance various stakeholders' interests. In the VUCA era, where volatility, uncertainty, complexity, and ambiguity are prevalent, effective leadership in the public sector becomes even more critical.

The rise of Millennials and Gen Z into the workforce has introduced new challenges and

expectations, especially for leadership in public sector organizations. Unlike previous generations, Millennials (born 1981-1996) and Gen Z (born after 1997) have been shaped by a world of rapid technological changes, social movements, and a stronger focus on work-life balance. They bring fresh ideas and different perspectives on what leadership should look like. For public sector organizations, traditionally known for being structured and process-driven, adapting to the leadership expectations of these younger generations can be a significant challenge (Meister & Willyerd, 2010).

One of the main challenges is that both Millennials and Gen Z value work that has a clear purpose and meaningful impact. They don't just want to clock in and out; they want to feel that their work makes a difference in society (Deloitte, 2021). In the public sector, where processes are often slow and can feel bureaucratic, younger employees may feel disconnected from the sense of purpose they crave. Leaders in government and public organizations must find ways to create a sense of purpose, making sure younger employees feel their contributions are part of something bigger and important.

Another major challenge is the desire for flexibility. Millennials and Gen Z have grown up in a world where technology allows people to work from anywhere, and they highly value work-life balance. They prefer jobs that offer flexible work hours and remote work options (Hickman & Robison, 2019). However, the public sector has traditionally been more rigid, with set working hours and office-based jobs. Leaders in public organizations need to rethink how they can offer flexibility without compromising the structure and accountability that government jobs require.

These younger generations also want continuous learning and growth opportunities. They are driven by the desire to improve their skills and advance in their careers (Myers & Sadaghiani, 2010). But in the public sector, career progression can be slow, and opportunities for growth might not always be clear. Public sector leaders need to find ways to invest in leadership development and mentorship programs, making it easier for younger employees to grow and advance in their careers.

Public sector organizations face the challenge of meeting the expectations of Millennials and Gen Z, who seek purpose, flexibility, and continuous learning in their work. For leaders in the public sector, adapting to these needs will not only help attract and retain younger talent but also ensure that the public sector remains effective and relevant in the future.

The Numbers

With 70.72% of its population in productive age (15 to 64), Indonesia is enjoying a demographic bonus, which is hoped to help the country achieve its golden period in 2045. Gen Z (born between 1997 and 2012) is currently the biggest generation group in Indonesia with

27.94% of the total population or 74.93 million people. Their significance might even be bigger than that of the millennials (born between 1981 and 1996), which makes up the second largest generation in Indonesia with 25.87% of the total population or 69.38 million people.

Almost half of Gen Z have entered the productive age, while the rest will be able to participate in the workforce in the coming years. As a generation that grew up after 1998 political reform in Indonesia and part of the so-called digital native, Millennial and Gen Z surely has a different attitude and behavior compared to the older generations. Millennials in Indonesia came of age during a time of significant political, social, and technological change, particularly after the 1998 Reform, which marked the end of the New Order regime and the beginning of a more democratic and open Indonesia. As a generation that experienced both the pre-digital world and the rise of the internet,

Millennials bridge the gap between traditional values and modern innovation. Gen Z, with their deep connection to technology, global mindset, and emphasis on social responsibility, will further propel Indonesia toward becoming a modern, inclusive, and sustainable society. Their values align with the global trends of sustainability, innovation, and digital fluency, positioning them as the leaders of Indonesia’s future.

The face of the current government is dominated by the younger generation. Based on data from the State Civil Apparatus (ASN) in Semester II of 2023, the State Civil Service Agency (BKN) released statistics covering the number, age distribution and ASN groups. Until the end of 2023, the majority of ASN came from the millennial generation (born between 1981-1996), followed by the growth of ASN from Generation X (1965-1980), generation Z (born after 1997), and finally Baby Boomers generation (1946-1964) with a total of 4,465,768 people. These figures show that the ASN population is dominated by the younger generation, which continues to increase along with the latest recruitment.

Table 1.

ASN Population by Generations

Generation	Baby Boomers	X	Millenials (Y)	Z
Total	150.105	1.717.982	2.328.761	268.920
Percentage	3%	39%	52%	6%

The Millennial and Gen Z generations are often seen as digital natives, agile, and highly adaptable, positioning them well to thrive in the VUCA landscape. Millennials and Gen Z have lived through major global crises, such as the 2008 financial crisis, the COVID-19 pandemic, and ongoing environmental threats. Their upbringing in a world marked by rapid technological evolution and social change gives them an edge in dealing with volatility and ambiguity. By

understanding who Millennials and Gen Z really are, starting from their lifestyle, perspective, and values to their goals and challenges in life will help us uncover the true path to Indonesia's golden era.

The hope for future leaders who will make a great transformation increasingly as a priority need to be known by leaders. What kind of ideal figure of leader that expected by Millennial and Gen Z?

Methodology

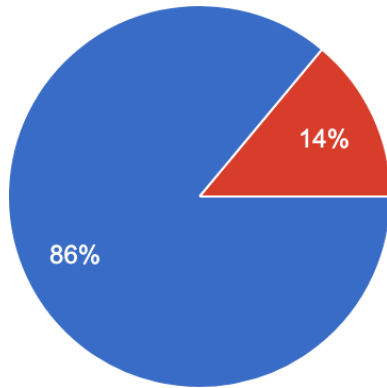
This study's technique combines field research, which gathers data from actual sources, with formulation modeling, which helps interpret and model the data in a more comprehensive context. The survey approach is employed for field research. This method involves gathering information from respondents through organized interviews or questionnaires in order to collect data directly from the field. Surveys are frequently used to gauge people's opinions, attitudes, and behaviors within a given group. Compared to other research methodologies, field research offers more authentic insights since it enables researchers to acquire primary data directly in the original setting of the subject (Creswell, 2014).

The process of creating a theoretical or mathematical framework for analyzing survey data collection is known as model formulation when using the survey method. In this study, surveys supply unprocessed data that are used to create models, which are subsequently utilized to comprehend correlations between variables, anticipate outcomes, or develop hypotheses. Model formulation facilitates the development of a systematic knowledge of the patterns that emerge from respondent data by utilizing surveys as a data source (Hair et al., 2010).

The survey was conducted in August - September 2024 on 129 respondents. ASNs from local government agencies (17,1%) and central government agencies (82,9%) made up the respondents. The younger generations—the millennials, who were born between 1981 and 1996 (86%), and generation Z, who were born between 1997 and 2012 (14%), were the only ones whose age and generation were considered.

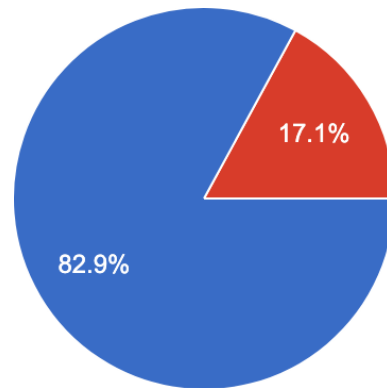
Picture 1

Millenials (86%) - Gen Z (14%)
 local government agencies (17,1%)



Picture 2

ASNs from central government agencies (82,9%) -



This research includes response from a range of respondents on how they visualize the future leader, covering topics such as priority aspect in workplace, ideal leader figures, and aspects related to good workplace.

Result

A. Millienals and Generation Z Engagement in Organization

Table 2.
Aspects that influence Millennials and Gen Z
comfort things and productivity in the workplace

Interview Question	Aspect	Numbers of Answer
According to you, which aspect that influence your comfort things and productivity in workplace?	Income	50
	Work-life Balance	29
	Conducive Working Environment	19
	Capable Leaders	16
	Career Path	10
	Opportunity Competency Development	5

Note. Participants choose the top aspect based on their priority.

Income

Income is a fundamental factor that directly influences comfort and productivity. Fair and competitive compensation is essential for employees to feel valued and secure. A well-paid employee is more likely to feel financially stable, reducing stress and enabling them to focus on their tasks. Moreover, when employees believe they are fairly compensated for their efforts, they are likely to feel more motivated and engaged, leading to higher productivity. Conversely, dissatisfaction with income can lead to frustration, disengagement, and reduced

performance. While income alone may not drive productivity, it sets the foundation for employee satisfaction.

Work-life Balance

Work-life balance is increasingly important, particularly for younger generations, including Millennials and Gen Z. Employees who feel that they have adequate time for personal and family life are more likely to be mentally and emotionally refreshed, which can directly boost their productivity. A balanced life allows individuals to manage stress better and maintain focus during work hours. Without a good work-life balance, employees may experience burnout, which diminishes both their comfort and ability to be productive in the long term. Flexible working arrangements, such as remote work options and adjustable hours, play a crucial role in creating this balance.

Capable Leaders

Leadership is another critical factor that greatly influences employee comfort and productivity. Capable leaders provide guidance, support, and inspiration, fostering a sense of trust and motivation in their teams. When employees feel that their leaders are competent and capable of making good decisions, they are more likely to feel confident in their work environment. Effective leaders also help remove obstacles to productivity by providing clear direction and constructive feedback. Their ability to navigate the challenges of a rapidly changing business environment ensures that their organizations not only survive but thrive. In a competitive landscape, capable leadership is critical to achieving and sustaining superior organizational performance.

Conducive Working Environment

A conducive working environment goes beyond just the physical space; it includes the emotional and psychological climate of the workplace. A positive, supportive atmosphere, with open communication and respect among colleagues, enhances employee comfort and boosts productivity. When employees feel safe, valued, and supported in their work environment, they are more likely to collaborate effectively and remain engaged. Poor work environments, characterized by negativity, lack of resources, or unhealthy competition, can lead to discomfort and decreased efficiency.

Opportunity for Competency Development

Opportunities for skill development and professional growth are essential for long-term employee satisfaction and productivity. Employees who see a clear path for competency development are more motivated to invest effort into their work, knowing that their skills will be rewarded with advancement. Providing training, mentorship, and learning opportunities shows employees that the organization is invested in their growth, which increases engagement and retention. Without opportunities for development, employees may feel stagnant, leading to disengagement and reduced productivity.

Career Path

A well-defined career path gives employees a sense of direction and purpose. Knowing that there is room for advancement within the organization can increase motivation and commitment. Employees are more likely to be productive when they feel that their work is contributing to their future career growth. Conversely, a lack of clarity around career progression can lead to feelings of frustration and a lack of long-term commitment, as employees may feel that their efforts do not lead to meaningful advancement.

Another unique thought Millennials and Gen Z about comfort things and productivity in the workplace are (that shown in Survey):

“Good work culture without corruption, collusion and nepotism. This reflect values of transparency, decision-making processes are clear, and all employees have access to the same information. Another things is to ensures that promotions and rewards are based on performance, not personal connections.”

“Proportional distribution of workload. A proportional distribution of workload is a critical factor in ensuring job satisfaction, productivity, and maintaining a healthy work-life balance. Millennials and Gen Z strongly value fairness in how tasks are assigned. They expect workloads to be distributed based on clear criteria such as expertise, availability, and capacity.”

“Health insurance is a significant consideration when evaluating job opportunities and workplace benefits. Millennials and Gen Z tend to look for health insurance plans that offer more than just basic medical coverage. The expectation cover preventive care, dental, vision, and increasingly, mental health services.”

B. Millienals and Generation Z Perception of Future Leaders

Table 3

The Characteristics that a Leader Should Have According to Millennials and Gen Z

Interview Question	Aspect	Sequence
According to you, which characteristics a leader should have?	Integrity	1
	Effective Communication Skills	2
	Intelligent	3
	Emotional Intelligence	4
	Visionary and Resilience Skill	5
	Privacy and Work-Life Balance Concern	6
	Good Talent Management Skills	7
	Outward-looking	8
	Tech-savvy	9

Note. Participants choose the top aspect based on their priority regarding characteristics a leader.

Integrity

Palanski and Yammarino (2007) describe integrity as a crucial element in effective leadership, as it promotes trust and organizational loyalty. Leaders with integrity are consistent in their decisions and behaviors, making them reliable and trustworthy in the eyes of their employees and stakeholders. Integrity can be understood as the alignment between one's actions and ethical principles, fostering trust and credibility in personal and professional relationships. It requires individuals to act with honesty and fairness in all situations, upholding their moral values regardless of external pressures (Bauman, 2013).

Leaders with integrity are accountable for their actions and decisions, which is a trait that Millennials and Gen Z deeply respect. According to a study by Deloitte (2021), both generations are more likely to follow and support leaders who take responsibility for their actions and are transparent about challenges or mistakes. Leaders who admit when they are wrong and demonstrate a commitment to continuous improvement are seen as more credible and relatable. Transparency in leadership builds a sense of security within teams, as employees feel they are being treated honestly and fairly.

Effective Communication Skills

Millennials and Gen Z prefer leaders who communicate openly, prioritize active listening, and to be proficient in using various communication technologies. Millennials and Gen Z value leaders who actively seek input and involve employees in decision-making processes (Deloitte, 2021). Leaders who listen effectively are better equipped to understand the unique perspectives and needs of their teams, which can lead to more inclusive and innovative solutions. Active listening also shows that a leader values their employees' contributions, fostering a sense of

belonging and respect within the workplace.

Leaders who can navigate these platforms with ease are more likely to communicate efficiently and effectively, especially in hybrid or remote work environments (Seemiller and Grace, 2016). Failure to adapt to digital and modern communication technologies can create a disconnect between leaders and younger employees, reducing overall engagement and productivity.

Intelligent

Younger generations prioritize a broad and evolving set of leadership qualities, including the meaning of intelligent. Traditional notions of intelligence, particularly cognitive intelligence (IQ), remain important for leaders. Cognitive intelligence involves analytical thinking, problem-solving, and the ability to process and apply information effectively. Leaders with high cognitive intelligence are better able to understand complex issues, develop strategies, and make informed decisions (Sternberg, 1997). While cognitive intelligence is a fundamental component of leadership, it is often considered insufficient on its own in modern leadership contexts. As Sternberg (2003) explains in his triarchic theory of intelligence, successful leadership requires not just analytical abilities but also practical intelligence—the ability to solve real-world problems effectively. Practical intelligence, where leaders demonstrate the ability to solve real-world problems efficiently, especially in complex and uncertain environments (Ng, Schweitzer, & Lyons, 2010).

Emotional Intelligence

Millennials and Gen Z place a strong emphasis on emotional intelligence (EQ) in leaders, valuing the ability to connect emotionally with others, display empathy, and manage interpersonal relationships effectively. Leaders who show empathy, self-awareness, and the capacity to manage both their own and others' emotions are perceived as more effective (Castillo-Montoya & Reyes, 2021). Leaders who foster inclusivity and empathy in the workplace, recognizing that emotional intelligence improves collaboration, morale, and overall organizational success (Ng & Gossett, 2013).

Visionary and Resilience Skill

A visionary leader is someone who can articulate a clear, compelling picture of the future and inspire others to work toward that future. Visionary leadership is about seeing possibilities, anticipating trends, and aligning the organization or team toward a common goal that extends

beyond immediate tasks and challenges.

Resilience involves the ability to adapt to new challenges and change strategies when necessary (Jackson & Daly, 2011). Resilient leaders are flexible and open to learning from failures, which helps them and their organizations grow from difficult experiences. They view challenges as opportunities for growth rather than as insurmountable obstacles. This optimism helps them sustain their efforts and encourages their teams to remain committed to shared goals, even when facing difficulties.

Privacy and Work-Life Balance Concern

For young generation, privacy and work-life balance are important, means the concepts of privacy and work-life balance are shaped by digital culture, changing workplace expectations, and a desire for well-being. Millennials and Gen Z leaders tend to value transparency in leadership, often encouraging openness and accessibility. However, they also recognize the importance of setting boundaries around personal privacy (Kehr, Kowatsch, Wentzel, & Fleisch, 2015). These generations understand the delicate balance between being an open and transparent leader while protecting their private lives from excessive exposure, particularly on social media. Maintaining privacy means managing their online personas while ensuring that personal information is protected from misuse or unwanted scrutiny.

Another aspect is work-life balance. It is not just a desirable goal but an essential component of overall well-being and leadership effectiveness. Millennials and Generation Z expect more flexibility in their careers and prioritize work-life balance over traditional notions of success that emphasize long hours and constant availability. Work-life balance is achieved through flexible work arrangements, such as remote work or flexible hours, which allow them to integrate their personal and professional lives more seamlessly. Younger generations place a high emphasis on mental health and well-being as integral aspects of work-life balance. They are more likely to seek environments that respect their personal time and mental health, advocating for policies that promote well-being in the workplace (Smith, 2010). Leaders in these generations are conscious of preventing burnout and maintaining a balance that fosters both productivity and personal fulfillment.

Good Talent Management Skills

For Millennials and Generation Z, talent management is about more than just hiring and retaining employees. In line with the spirit of merit system – which build based on qualifications and competency, young generation need to recognize by their personal values and how the leader

could development them as a talent. Leaders should work closely with them to identify their strengths, interests, and career aspirations and then create personalized growth plans (Myers & Sadaghiani, 2010). These generations value mentorship and expect leaders to serve as coaches, not just managers. They prefer a leadership style that includes guidance, feedback, and opportunities for learning from experiences rather than rigid management practices (Rikleen, 2014). A leader's ability to provide meaningful mentorship is a key aspect of effective talent management in the eyes of younger workers.

Outward-looking

An outward-looking leader should focus on external trends, possibilities, and societal effects; they are also open-minded and globally informed. These generations respect leaders who deal with global concerns, broader cultural trends, and varied perspectives in addition to focusing on internal company progress.

Leaders who are outward-looking make efforts to ensure that their organizations are inclusive and that they engage with diverse perspectives both internally and externally (Fine, 2019). An outward-looking leader understands the importance of building international partnerships and fostering innovation through global collaboration (Schroth, 2019). This reflects Millennials' and Gen Z's desire for cross-cultural experiences and a workplace that is interconnected with global trends and developments.

Tech-savvy

The capacity to efficiently use and use technology to improve productivity, communication, and innovation is referred to as tech-savviness. Given their upbringing amid a high pace of technical innovation, Millennials and Generation Z view tech-savvy leadership as both valued and expected. According to these younger generations, technology is a vital instrument for promoting cooperation, propelling corporate success, and developing creative workplaces.

Tech-savviness as a core leadership competency, necessary for keeping pace with modern workplace demands and driving digital transformation. Tech-savvy leaders are those who are adept at using digital tools, staying informed about technological trends, and integrating technology into their leadership practices to foster growth and maintaining connectivity, especially in remote or hybrid work environments (Schroth, 2019).

For Millennials and Generation Z, being a leader means staying ahead of technical trends in addition to utilizing current technologies. They value executives who investigate how cutting-edge ideas like automation, blockchain, and artificial intelligence (AI) might be incorporated into

the company to promote success in the future.

Another unique thought Millennials and Gen Z about characteristics a leader should have are (that shown in Survey):

“Networking skill. Building and maintaining relationships with stakeholders, and develop great collaboration. Networking not only helps leaders build alliances but also enables them to collaborate more effectively and achieve broader goals: impactful bureaucratic reform”

“Leaders should be able to think strategically and tactically. Strategic thinking involves understanding the broader, long-term goals and direction that the leader or organization must pursue. Tactical thinking, on the other hand, is about short-term actions and immediate decision-making that align with strategic goals. And the chosen decisions will be accurately and quickly.”

“Political communication skills. Leaders should understanding the audience’s concerns and framing arguments in a compelling way, include the needs to communicate effectively, providing clear information and reassurance while managing public perception.”

“Religious and non-discriminatory leaders. Religious and non-discriminatory leadership is essential in fostering inclusive, fair, and equitable organizations.”

Meeting The Needs of Millennials and Gen Z as Leaders in the Future of Work

The needs of Millennials and Gen Z regarding leadership in the future of work, organization need to rethink how they engage and support these younger generations. Both groups have grown up in a world driven by technology, rapid change, and shifting social dynamics, which has shaped their unique expectations about work and leadership. As future leaders, Millennials and Gen Z are looking for flexibility, meaningful work, and opportunities to grow, and organizations that recognize and adapt to these needs will thrive.

One of the top priorities for these generations is flexibility in how and where they work. Millennials and Gen Z don’t want to be tied to traditional 9-to-5 office environments. Instead, they value work-life balance and want the freedom to work remotely or adjust their hours to fit their lives. Studies show that flexibility is a major factor for Millennials when choosing a job (Hickman & Robison, 2019), and Gen Z, being the first generation to grow up entirely in a digital world, expects technology to enable remote work and collaboration seamlessly. By embracing flexible working arrangements, companies can attract and retain young talent while also fostering a culture of productivity and balance.

Another key element is the desire for purpose in their work. Both Millennials and Gen Z want to feel that what they do has meaning and aligns with their values. They are drawn to

organizations that prioritize things like sustainability, diversity, and social impact. According to Deloitte's 2021 survey, these generations are more likely to stay with employers who show a commitment to making a positive difference in the world (Deloitte, 2021). To meet this demand, leadership development should focus on values-driven approaches that inspire younger employees to lead with purpose.

Continuous learning and personal growth are also high on their list. Millennials and Gen Z want to keep developing their skills and advancing in their careers, and they expect employers to provide the tools and opportunities to make that happen. Companies that offer training, mentorship, and clear paths for career advancement are more likely to engage and motivate these future leaders. As Meister and Willyerd (2010) suggest, organizations must create environments that support ongoing development to meet the expectations of Millennials and prepare them for leadership.

As the future of work is shaped by digital transformation, flexible work arrangements, and shifting employee expectations, employee engagement and leaders' perceptions by Millennials and Gen Z are evolving rapidly. Leaders who understand and adapt to the values, preferences, and work styles of these generations will be better equipped to foster a productive, engaged, and innovative workforce. For Millennials and Gen Z, the ideal leader is not a top-down authority figure but rather a transparent, empathetic, and visionary guide who fosters innovation, inclusivity, and personal growth within the organization. By understanding these shifts in employee engagement and leadership perception, organizations can set the stage for a thriving future workforce.

Capable Future Leaders Impact in VUCA Bureaucracy

1. For Individual Performance

In a VUCA bureaucracy, individual performance hinges on the ability of future leaders to instill resilience and adaptability in employees. These leaders must foster a culture that supports agility, where individuals can quickly respond to volatile situations and adjust their performance according to changing circumstances. By the research conducted by Ađın (from Aksakal and Ulucan, 2024), investigating the effects of globalization on leadership, it was found that leadership behavior becomes more successful by winning the hearts of employees and that leaders can be more effective on employees by abandoning the hierarchical structures of organizations, and in order to achieve this, they should give more importance to interpersonal relations and leadership skills.

2. For Organization Performance

Visionary leadership allows an organization to stay competitive and ensures long-term growth by anticipating future challenges and seizing new opportunities, to achieve organization's goals. By aligning strategies with future market demands and organizational capabilities, capable leaders guide their organizations towards sustainable growth (Kirkpatrick & Locke, 1996). This kind of leadership also inspires employees to work towards common goals, which enhances overall performance. When organizations are led by leaders who embrace change and are able to pivot strategies in response to external pressures, they maintain or even improve performance in uncertain environments (Bennett & Lemoine, 2014). Capable leaders foster what Senge (2006) describes as a "learning organization," where employees at all levels continuously develop new skills and knowledge. This culture of learning allows organizations to adapt more quickly to changes in the environment and maintain a competitive edge, thus enhancing overall performance.

3. Even Broader, towards World Class Bureaucracy

Achieving world-class bureaucracy requires leaders to focus on digital transformation and global competitiveness. Leaders who embrace technology and use it to streamline bureaucratic processes can enhance efficiency and responsiveness, essential traits of a world-class bureaucracy. Bureaucratic organizations need to align with global best practices in order to become world-class. The competitiveness of a business can be increased by leaders who keep up with global trends to adopt in their internal working environment.

Conclusion

In summary, to meet the needs of Millennials and Gen Z as future leaders, organizations must create a workplace culture that offers flexibility, meaningful work, and opportunities for growth. By adapting to these expectations, companies can empower these generations to take on leadership roles and contribute to a thriving future.

According to Survey conducted for ASN Millennials and Gen Z, the key characteristics a leader should possess are rooted in **integrity** (1st place), which stands as the most valued trait. This is followed by **effective communication skills** (2nd place), showcasing the importance of clear, transparent dialogue. Other significant qualities include being **intelligent** (3rd place), having **emotional intelligence** (4th place), and being **visionary and resilient** (5th place). These younger generations also emphasize the importance of leaders being concerned with **privacy and work-life balance** (6th place), demonstrating empathy toward employees' well-being.

Skills such as **good talent management** (7th place) and being **outward-looking** (8th place) show the desire for leaders who can manage teams effectively and engage with the global context. Additionally, being **tech-savvy** (9th place) highlights the expectation for leaders to be adaptable and proficient in digital tools, reflecting the increasing reliance on technology in modern leadership.

Millennials and Gen Z envision leaders who possess strong ethical values, communicate effectively, are strategic thinkers, and champion inclusivity and fairness while navigating the demands of a rapidly evolving world.

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