DIJEMSS: Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DINASTI PUBLISHER

DOI: https://doi.org/10.38035/dijemss.v6i4
https://creativecommons.org/licenses/by/4.0/

The influence of transformational leadership and shared leadership on innovative work behavior among generation Z employees in the creative industry in Surabaya: The role of organizational climate as a mediating variable

Otovianisa Dipa Hamidah[1], Tony Antonio[2]
[1]Universitas Ciputra Surabaya, Surabaya, Indonesia, otovianisa@gmail.com
[2]Universitas Ciputra Surabaya, Surabaya, Indonesia, tonyantonio@ciputra.ac.id

Corresponding Author: otovianisa@gmail.com[1]

Abstract: The creative industry is often stated as a very prospective future industry as evidenced by the many achievements both nationally and internationally. Generation Z has its own anxieties and doubts when entering the workforce. Leaders' attention and support are needed to increase creative activities in employees to be able to be actively involved in the implementation of company ideas. The purpose of this thesis research is to determine the effect of transformational leadership and shared leadership on work innovation behavior of generation Z employees in the creative industry in Surabaya through organizational climate as a mediating variable. The sample collection used purposive sampling technique in and survey using google form in data collection. The results of this study show that both transformational leadership and shared leadership have a significant positive influence on the work innovation behavior of generation Z employees in the creative industry in Surabaya. Organizational climate plays an important role in strengthening the influence of both types of leadership on innovative work behavior. The dominance of the influence of shared leadership on innovative work behavior in generation Z employees is greater than transformational leadership both directly and indirectly through organizational climate.

Keyword: Transformational Leadership, Shared Leadership, Organizational Climate, Innovative Work Behavior, Generation Z, Creative Industry.

INTRODUCTION

The creative industry is a business process from a wide-ranging creative economy that utilizes digital technology to develop its business (F. Li, 2020). The creative sector is often stated as a highly prospective industry of the future (I. K. Subagja, 2017). The existence of the creative sector plays a very important role in the progress of the creative economy in a country. Kemenparekraf or Baparekraf of the Republic of Indonesia has divided the creative economy into 17 sub-sectors consisting of fashion, culinary, film, animation, video, photography, visual communication design, television and radio, architecture, interior design, product design, advertising, performing arts, crafts, fine arts, music, publishing, applications, and game developers.

Generation Z dominates 27.94 percent of Indonesia's total workforce, which stands at 143.72 million people (M. C Dinisari, 2023). Generation Z are individuals born between 1997-2013 (D. P. Lestari and M. S. Perdhana, 2023) (K. Wennqvist, 2022). In Surabaya City, the population in the age range of Generation Z in 2020-2023 averaged 220,000 people (BPS Kota Surabaya, 2023). This makes East Java province the second with the largest number of Generation Z residents in Indonesia (S. Widi, 2022).

Given the age of Generation Z, it is not surprising that they have begun to dominate the world of work. Magano et al. (2020) said that Generation Z has begun to enter the world of work or companies. The characteristics of Generation Z are tech-savvy, hardworking, and hopeful (Kronos, 2019). Generation Z prefers a work environment that is personalized, flexible and supports work-life balance (Kronos, 2019). The increase in the number of Generation Z workers in Indonesia, especially in Surabaya, makes company leaders faced with the challenge of always aligning the vision, values, and behavior of employees following generational changes (K. Wennqvist, 2022). According to Wennqvist (2022), one of the company's important assets is recruiting the younger generation, who can bring new ideas and perspectives as well as talents that are useful for the company (K. Wennqvist, 2022).

Today, companies are facing a globalized, digitized, multicultural, highly competitive, and rapidly evolving world Magano et al. (2020). This technological advancement is an advantage for Generation Z workers, who are often referred to as technology addicts Magano et al. (2020). Supported by Subagja's (2017) statement, it is said that the main capital to work in the creative industry is not physical capital or large machines, but rather labor capital or creative, resilient human resources, as well as individual expertise and talent (I. K Subagja, 2017). Improving the quality of the local creative industry can be done through the availability of a creative workforce accompanied by innovative work behavior.

Innovative work behavior is the work activity required by employees to complete innovation tasks individually or in groups, whether physical or cognitive (G. Messmann, 2012). In contrast to creativity, innovative work behavior is expected to provide benefits in the form of applying more concrete components and being able to produce innovative outcomes (J. De Jong and D. Den Hartog, 2010). The ability to continuously innovate products, services, and work processes is considered very important for companies (J. De Jong and D. Den Hartog, 2010). Innovative industries can create and develop new practices in running their business processes and produce new products with high market value (A. Nugroho et all, 2020).

Generation Z has its anxieties and doubts when entering the workforce (G. Sakitri, 2021). The attention and support of transformational leaders is needed to increase the influence of creative activities on their employees to be actively involved in the implementation of company ideas (B. Afsar and W. A. Umrani, 2020). In addition, company leaders must be able to connect and inspire Generation Z workers by building good communication relationships (V. Hardian and E. Hermawan, 2022).

Transformational leadership will be able to inspire every employee and encourage them to engage in innovative work behavior by pursuing the company's vision (B. Afsar and W. A. Umrani, 2020). This statement has been supported by previous research by Gabriel et al. (2022), which shows that the application of transformational leadership to Generation Z workers in Malaysian hotels has a positive impact on the development of innovative behavior attitudes and has an indirect impact on their intention to change jobs (O. D. Gabriel et al, 2022). Another study found that academic leaders in Pakistani universities who applied transformational and transactional leadership were found to have a significant influence on the development of innovative work behavior (M. A. Khan et al. 2020).

Transformational leadership is more about mentoring and coaching to change employees' attitudes or behaviors, while Generation Z prefers a leadership style where leaders put their employees first (D. Dwidienawati et al, 2022). This leadership style is also known as shared leadership. Shared leadership has key characteristics, namely lateral influence, collectively

shared leadership, and collaborative decision-making (D. Dwidienawati et al, 2022), (J. Zhu et al, 2016). Explicitly, shared leadership is the designated leader leading the work process in a team and is characterized by collaborative decision-making and shared responsibility for the outcome (J. E. Hoch, 2013).

Vandavasi, McConville, Uen, and Yepuru's (2019) research found that shared leadership has a significant influence on innovative work behavior and is the main key to team effectiveness in achieving goals (R. K. K. Vandavasi et al, 2019). Shared leadership affects the innovative work behavior of workers in 43 work teams from various companies engaged in training and development (J. E. Hoch. To develop innovative work behavior, transformational leadership, and shared leadership are needed in a company.

The work environment can have a significant influence on the work performance of Generation Z (H. Hendratmoko and N. Mutiarawat, 2024). As supported by Rampen et. al. (2023), an organizational culture or work environment , 2013). That involves employees is flexible to change, has purposeful goals, and has consistency in decision-making and behavior affects Generation Z's work performance (D. C. Rampen et al. 2023). Based on these data, another factor that is thought to influence transformational leadership, shared leadership, and innovative work behavior is organizational climate.

Litwin and Stringer (1968) stated that organizational climate often refers to a set of properties in the work environment that can be felt either directly or indirectly by everyone who works in that environmental area and is considered to affect their motivation and behavior (G. H. Litwin and R. A. Stringer Jr, 1968). Ulfa's research et al. (2022) found a relationship between transformational leadership, innovative work behavior, and organizational climate, where workers' positive attitudes and assessments of organizational climate will encourage the formation of innovative work behavior (C. K. Ulfa et al, 2022).

This study aims to examine the contributions of various variables among Generation Z employees in the creative industry in Surabaya. The primary objectives are: first, to investigate the impact of transformational leadership on innovative work behavior; second, to assess the effect of shared leadership on innovative work behavior; third, to evaluate the extent to which organizational climate mediates the relationship between transformational leadership and innovative work behavior; and fourth, to determine the extent to which organizational climate mediates the relationship between shared leadership and innovative work behavior. This research is expected to provide scientific contributions to the advancement of business and management knowledge, particularly for creative industry companies in Surabaya. It will focus on how transformational and shared leadership influence innovative work behavior, taking into account the mediating role of organizational climate among Generation Z employees.

METHOD

The This research is quantitative, which begins with a literature study, problem formulation, a review of the theoretical basis, and then testing measuring instruments. There are four kinds of measuring instruments tested, namely the Transformational Leader Scale, Shared Leadership Scale, Innovative Work Behavior Scale, and Organizational Climate Questionnaire. Measuring instruments that meet reliability and validity standards will be used for data collection and then processed before conclusions and suggestions are drawn. The measuring instrument uses a Likert scale of 1–5 to measure the frequency level in each statement.

This research model uses the regression equation method, which is useful for seeing the relationship between mediation models (R. M. Baron and D. A. Kenny, 1986). The regression method involving mediator variables will show three types of variable roles on other variables, including direct effects, indirect effects, and total effects (H. M. Jogiyanto and W. Abdillah. 2009). We use the research model below (see Figure 1) to examine the impact of the independent variable on the dependent variable, with or without a mediator.

necessary.

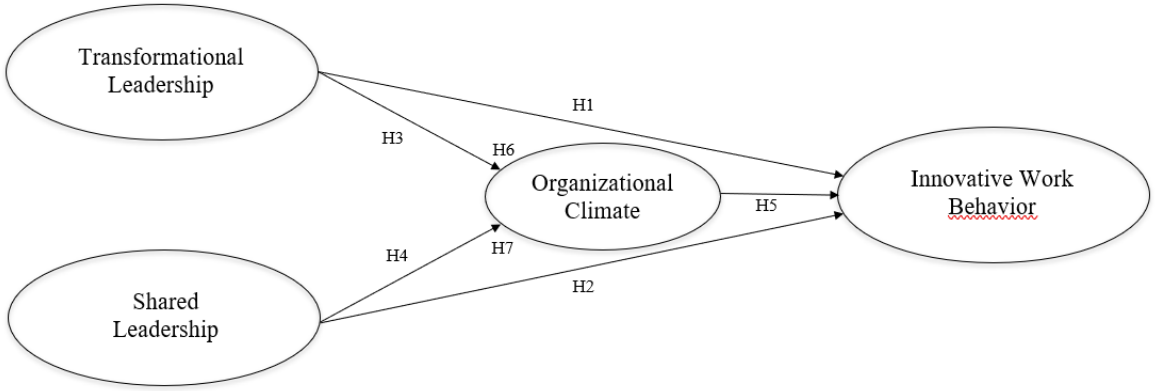

Figure 1. Conceptualized research framework

Data was collected using Google Forms online by spreading through social media. The population in this study are all Generation Z employees who work in the creative industry in the subsectors of photography, visual communication design, advertising, architecture, and interior design in Surabaya. The subsectors of photography, visual communication design, advertising, architecture, and interior design were chosen because the majority of studios or businesses carry out more or less the same main activities in running a business. The sample collection in this study will use a purposive sampling technique. The sample criteria taken are individuals with a vulnerable age of 17–27 years working in creative industry companies with a maximum of 2 levels of leadership. The research will be carried out evenly in all creative industries that take place in the city of Surabaya, East Java.

The instrumental test of the data analysis results from this study uses the SmartPLS program, specifically for testing the external model and internal model. Least Partial Square (PLS) is a component or variant-based equation model (SEM). The outer model test is a tool used to ensure the feasibility of measuring instruments. Latent relationships between variables and their indicators consist of three types, namely convergent validity, reliability, and discriminant validity. The loading factor value of an item is very concerning when looking at convergent validity. Yamin and Kurniawan (in Haryono, 2017), agree that the loading factor value between 0.5 and 0.6 is still tolerable or acceptable (S. Haryono, 2017). Reliability tests can be measured by two methods, namely Alpha Cronbach and composite reliability (H. Vashti and T. Antonio, 2021). Jogiyanto & Abdillah (2009) say that the composite reliability or alpha Cronbach value can still be said to be valid even though the value is at 0.6 (H. M. Jogiyanto and W. Abdillah, 2009). According to Haryono (2017), the standard value of AVE is ≥0.5, which means good convergent validity (S. Haryono, 2017). Discriminant validity is a measurement model that looks at the value of cross-loading. Cross loading has > 0.7 on one of the variables with the largest outer loading on the dependent variable (H. M. Jogiyanto and W. Abdillah, 2009).

The inner model test is a model that can connect between variables and is used as a significance parameter in hypothesis testing (H. M. Jogiyanto and W. Abdillah, 2009). First, the R-Square (R2) model, R2, is used to measure the level of variance of the independent variable on the dependent variable (H. M. Jogiyanto and W. Abdillah, 2009). The values of R2 are 0.67, 0.33, and 0.19; it can be concluded that the model is strong, moderate, and weak (W. Chin, 1998). Second, the effect size (f2), according to Cohen (1988), has three criteria, namely 0.02 has a small effect, 0.15 has a moderate effect, and 0.35 has a large effect (J. Cohen, 1988). The third is predictive relevance (Q2). According to Ghozali and Latan (2015), if Q2 > 0, then it can be stated that the model has predictive relevance, whereas if Q2 < 0, then the model is declared to have less predictive relevance (I. Ghozali and H. Latan, 2015).

Hypothesis testing is carried out to see the effect of mediating variables on the independent and dependent variables. In this study, hypothesis testing leads to the theory of Zhao, Lynch Jr., and Chen (2010) with the results of significance between variables and their effects (see Figure 2) (X. Zhao, J. G. Lynch Jr., and Q. Chen, 2015). The results of the hypothesis analysis are taken based on the results of the t-test (t-statistics distribution), which is useful for knowing the percentage of each variable (B. Nugraha, 2022). The standard probability that must be met for the hypothesis to be accepted is 0.05. According to Nugraha (2022), the t-test is carried out to determine how far the value of the influence or correlation between variables (B. Nugraha, 2022). Direct or indirect mediation affects two variables, and by looking at the results of the bootstrapping calculation between the three variables that obtained a positive value, then it is referred to as complementary or partial mediation (X. Zhao, J. G. Lynch Jr., and Q. Chen, 2015).

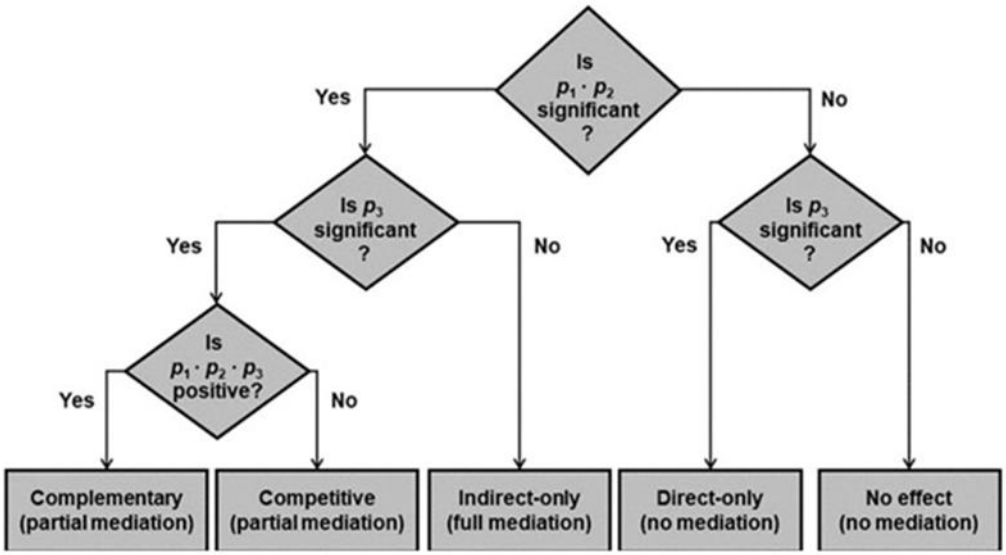

Figure 2. Mediation effects analysis chart (Zhao, Lynch Jr., Chen, 2010)

RESULTS AND DISCUSSION

This study found 562 respondents who met the sample criteria. First, the outer model results were calculated, and the convergent validity results showed that all question items had a value of> 0.70 so it could be concluded that all items were valid. Based on Table 1, shows that the reliability and average variance extracted (AVE) results exceed the threshold limit, namely reliability> 0.7 and AVE> 0.5.

Table 1. Reliability and Average Variance Extracted (AVE)

Construct	Cronbach's Alpha	Average Variance Extracted (AVE)
Transformational Leadership	0.969	0.743
Shared Leadership	0.965	0.761
Innovative Work Behavior	0.963	0.750
Organizational Climate	0.989	0.731

The correlation coefficient value on each statement item is greater than the coefficient value on other constructs, which is> 0.7 so it can be concluded that cross-loading is fulfilled from the results of the discriminant validity test. The results of testing the AVE root comparison using the Fornell-Larcker Criterion show that the variable AVE root value is greater than the correlation value between measuring instruments. Based on the results in Table 2, it can be concluded that the results of comparing the root AVE values have good discriminant validity.

Table 2. AVE root value comparison results

	Transformational leadership	Shared leadership	Innovative Work Behavior	Organizational Climate
Transformational Leadership	**0.862**			
Shared Leadership	0.827	**0.873**		
Innovative Work Behavior	0.834	0.855	**0.866**	
Organizational Climate	0.819	0.828	0.832	**0.855**

Table 3 shows the results of the inner model test, namely the R-square (R2) value on the innovative work behavior and organizational climate variables. The R-square value of the innovative work behavior variable is 0.801, which means that the innovative work behavior variable affects transformational leadership, shared leadership, and organizational climate by 80.1 percent. Meanwhile, the R-square value of organizational climate is 0.743, which means that the organizational climate variable affects transformational leadership, shared leadership, and innovative work behavior by 74.3 percent.

Table 3. R-Square test results

	R Square	R Square Adjusted
Innovative Work Behavior	0.801	0.800
Organizational Climate	0.743	0.742

Based on Table 4, it can be seen the test results of the f-square value between the four variables on the innovative work behavior and organizational climate variables. The transformational leadership variable on the innovative work behavior variable has an f-square value of 0.108, which means it has little effect. Meanwhile, shared leadership on innovative work behavior has an f-square value of 0.190, which means it has a moderate influence. The organizational climate variable on innovative work behavior has an f-square value of 0.095, which means it has a small effect. The transformational leadership variable on organizational climate has an f-square value of 0.221, which means that this variable has a moderate influence. Finally, the variable of shared leadership on organizational climate has an f-square value of 0.279, which means it has a medium influence.

Table 4. f-square test results

	Innovative Work Behavior	Organizational Climate
Transformational Leadership	0.108	0.221
Shared Leadership	0.190	**0.279**
Innovative Work Behavior		
Organizational Climate	**0.095**	

The Q2 innovative work behavior test result is 0.839 so it can be concluded that this research model has predictive relevance. Then, the Q2 organizational climate test result is 0.538 so it can be concluded that this research model has predictive relevance. Furthermore, hypothesis testing with the SEM-PLS method is presented in Table 5 and it is stated that the hypothesis is accepted with a t-statistics value> 1.972 and p-value <0.005. It can be concluded that transformational leadership and shared leadership variables have a positive influence on innovative work behavior and organizational climate.

Table 5. Hypothesis test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Value
Transformational Leadership -> Innovative Work Behavior	0.288	0.287	0.041	7.106	0.000
Shared Leadership -> Innovative Work Behavior	0.391	0.393	0.043	9.004	0.000
Organizational Climate -> Innovative Work Behavior	0.271	0.272	0.039	6.915	0.000
Transformational Leadership -> Organizational Climate	0.425	0.425	0.046	9.212	0.000
Shared Leadership -> Organizational Climate	0.477	0.477	0.048	9.997	0.000

The results showed that transformational leadership, shared leadership, innovative work behavior, and organizational climate have a significant and positive influence on each other. These results are obtained from the calculation of hypothesis testing conducted using SmartPLS. The resulting t-statistics value range is 6.915 to 9.997. The results of the hypothesis analysis are taken based on the results of the t-test (t-statistics distribution) which is useful for knowing the percentage of each variable (B. Nugraha, 2022). The standard probability that must be met for the hypothesis to be accepted is 0.05. These values indicate a significant influence between one variable and another.

Table 6 shows the hypothesis results between the independent variables, dependent variables, and mediating variables tested on Generation Z employees in creative industries in Surabaya.

Table 6. Comparison of hypothesis results

	Code	Value	Significant
Transformational Leadership -> Innovative Work Behavior	H_1	0.288	Significant
Shared Leadership -> Innovative Work Behavior	H_2	0.391	Significant
Transformational Leadership -> Organizational Climate	H_3	0.425	Significant
Shared Leadership -> Organizational Climate	H_4	0.477	Significant
Organizational Climate -> Innovative Work Behavior	H_5	0.271	Significant

The hypothesis test results show a t-statistics value of 7,106 and a p-value of 0.000 which is <0.05, so H1 is accepted and it can be concluded that the transformational leadership variable has a positive and significant effect on innovative work behavior. The Original Sample value is 0.288 which can be predicted that if transformational leadership is increased, innovative work behavior will increase by 28.8% of the increase in transformational leadership. This is in line with Afsar & Umrani (2019) and Khan, et al. (2020)which says that transformational

leadership has a significant positive effect on innovative work behavior (B. Afsar and W. A. Umrani, 2020) (M. A. Khan et al. 2020).

The results of hypothesis testing show a t-statistics value of 9.004 and a p-value of 0.000 which is <0.05 so H2 is accepted and it can be concluded that the shared leadership variable has a positive and significant effect on innovative work behavior. The Original Sample value is 0.391, which can be predicted that if shared leadership is increased, innovative work behavior will increase by 39.1% of the increase in shared leadership. This is in line with Hoch (2013) and Vandavasi, Uen, and Yepuru (2019) who found that shared leadership has a significant positive effect on innovative work behavior (J. E. Hoch, 2013) (R. K. K. Vandavasi et al, 2019).

The results of hypothesis testing show a t-statistics value of 9,212 and a p-value of 0.000 which is <0.05 so that H4 is accepted and it can be concluded that the transformational leadership variable has a positive and significant effect on organizational climate. The Original Sample value is 0.425, which means that it is predicted that if transformational leadership is increased, the organizational climate will increase by 42.5% of the increase in transformational leadership.

The results of hypothesis testing show a t-statistics value of 9.997 and a p-value of 0.000 which is <0.05 so H5 is accepted and it can be concluded that the shared leadership variable has a positive and significant effect on organizational climate. The Original Sample value is 0.477 which can be predicted that if shared leadership is increased, the organizational climate will increase by 47.7% of the increase in shared leadership. This result is in line with Gichuhi (2023) which shows a significant effect between shared leadership and organizational climate (J. M. Gichuh, 2023).

The results of hypothesis testing show a t-statistics value of 6,915 and a p-value of 0.000 which is <0.05 so that H3 is accepted and it can be concluded that the organizational climate variable has a positive and significant effect on innovative work behavior. The Original Sample value is 0.271, which means that it is predicted that if the organizational climate is improved, the innovative work behavior of employees will also increase by 27.1% of the increase in organizational climate. This is supported by recent research by Salsabila and Mansyur (2024) which also found a positive effect between organizational climate and innovative work behavior (Z. H. Salsabila and A. Mansyur, 2024).

Based on the bootstrapping results between transformational leadership and shared leadership on innovative work behavior, the mediating variable of organizational climate shows positive value results. Each produces a t-statistics value of 3.744 on transformational leadership and 4.045 on shared leadership with a p-value <0.05.

The results of the analysis of this significant and positive effect are in line with the research of Ulfa, et al. (2022) which also found a positive influence between transformational leadership, innovative work behavior, and organizational climate (C. K. Ulfa et al 2022). The study said that employees' positive attitudes and assessments of the organizational climate will encourage the formation of innovative work behavior. The results of the significant and positive influence analysis are in line with Hoch's (2013) research which states that there is a positive relationship between shared leadership and innovative work behavior in a team (J. E. Hoch, 2013). Shared leadership plays an important role in the development of innovative work behavior in a team (J. E. Hoch, 2013).

CONCLUSION

Based on the results of the research that has been conducted, an overall conclusion can be obtained which shows that both transformational leadership and shared leadership have a significant positive influence on the innovative work behavior (work innovation) of Generation Z employees in the creative industry in Surabaya. The test results show that the transformational leadership variable has a positive and significant influence on innovative work behavior with t-statistics of 7.106 and a p-value of 0.000. Second, shared leadership has a

positive and significant influence on innovative work behavior with t-statistics of 9.004 and a p-value of 0.000. Third, the organizational climate has a positive and significant influence on innovative work behavior with t-statistics of 6.915 and a p-value of 0.000. Fourth, transformational leadership has a positive and significant effect on organizational climate, with a t-statistics value of 9.212 and a p-value of 0.000. Fifth, shared leadership has a positive and significant effect on organizational climate with a t-statistic of 9.997 and a p-value of 0.000. Overall, the hypothesis in this study is accepted.

Organizational climate also plays an important role in strengthening the influence of the two types of leadership on work innovation. Organizational climate significantly and positively mediates the effect of transformational leadership on innovative work behavior with t-statistics of 3.744 and a p-value of 0.000. The organizational climate also significantly and positively mediates the effect of transformational leadership on innovative work behavior with a t-statistics value of 3.744 and a p-value of 0.000 so the hypothesis is accepted. The dominance of the influence of shared leadership on innovative work behavior (work innovation) in Generation Z employees is greater than transformational leadership both directly and indirectly with organizational climate as a mediating variable.

Transformational leadership on innovative work behavior through organizational climate mediation looks weaker with an original sample value of 0.335 (33.5%) while shared leadership on innovative work behavior through organizational climate mediation has a stronger effect. Organizational climate as mediation can provide an influence of 50.9% on the innovative work behavior (work innovation) of Generation Z employees in the creative industry in Surabaya who apply a shared leadership style, with the nature of complementary mediation (partial mediation) which means that the mediating variable and the independent variable collectively have a greater influence on the dependent variable than if only looking at the direct relationship between the independent and dependent variables. So it can be concluded that shared leadership balanced with the organizational climate will be very suitable in increasing the innovative work behavior (work innovation) of Generation Z employees in the creative industry which requires creativity and innovation in carrying out every main activity of the company.

REFERENCE

F. Li, "The digital transformation of business models in the creative industries: A holistic

I. K. Subagja, "Creative industry competitiveness in Indonesia," *International Journal of Academic Research and Development*, vol. 2, no. 5, pp. 428-439, 2017. https://www.researchgate.net/publication/334224036

M. C. Dinisari. (2023, Jul. 26). Karakteristik gen z dalam dunia kerja [Online]. Available: https://kabar24.bisnis.com/read/20230726/79/1678593/karakteristik-gen-z-dalam-dunia-kerja

D. P. Lestari and M. S. Perdhana, "Generation Z work motivation in Indonesia," *Return: Study of Management, Economic and Business*, vol. 2, no. 04, pp. 409-422, 2023. https://doi.org/10.57096/return.v2i04.95

K. Wennqvist, "What motivates Gen Z employees at work? Insights into how leaders can create a workplace environment where the motivational needs of Gen Z are met," [Online]. 2022. Available: https://www.theseus.fi/handle/10024/788487

BPS Kota Surabaya. (2023). Kota Surabaya dalam angka 2023 [Online]. Available: https://surabayakota.bps.go.id/publication/2023/02/28/219438e973b16c7c80f11868/kota-surabaya-dalam-angka-2023.html

S. Widi. (2022, Aug. 16). Ada 68,66 juta generasi Z di Indonesia, ini sebarannya [Online]. Available: https://dataindonesia.id/varia/detail/ada-6866-juta-generasi-z-di-indonesia-ini-sebarannya

J. Magano et al., "Generation Z: Fitting project management soft skills competencies—A mixed-method approach," *Education Sciences*, vol. 10, no. 7, p. 187, 2020. https://doi.org/10.3390/educsci10070187

Kronos, "Full report: Generation Z in the workplace," Workforce Institute at Kronos, 2019.
I. K. Subagja, "Creative industry competitiveness in Indonesia," *International Journal of Academic Research and Development,* vol. 2, no. 5, pp. 428-439, 2017. Available: https://www.researchgate.net/publication/334224036
G. Messmann, "Innovative work behaviour: Investigating the nature and facilitation of vocational teachers' contributions to innovation development," unpublished thesis, Universität Regensburg, 2012.
J. De Jong and D. Den Hartog, "Measuring innovative work behaviour," *Creativity and Innovation Management*, vol. 19, no. 1, pp. 23-36, 2010. https://doi.org/10.1111/j.1467-8691.2010.00547.x
A. Nugroho et al., "The relationship between a strategic leader's entrepreneurial capability and Perilaku kerja inovatif: the role of support for innovation and collectivism," vol. 41, no. 40, pp. 182-194, 2020. Available: http://dspace.uc.ac.id/handle/123456789/5332
G. Sakitri, "Selamat Datang Gen Z, Sang Penggerak Inovasi!", *Forum Manajemen,* vol. 35,
B. Afsar and W. A. Umrani, "Kepemimpinan transformasional and Perilaku kerja inovatif: The role of motivation to learn, task complexity, and innovation climate," *European Journal of Innovation Management,* vol. 23, no. 3, pp. 402-428, 2020. https://doi.org/10.1108/EJIM-12-2018-0257
V. Hardian and E. Hermawan, "Gaya kepemimpinan transformatif untuk gen Z," *Kendali: Economics and Social Humanities,* vol. 1, no. 1, pp. 32-38, 2022. https://doi.org/10.58738/kendali.v1i1.15
O. D. Gabriel et al., "The impact of Kepemimpinan transformasional on generation Z employee retention and innovative behaviour: A case of Malaysian hotel industry," *International Journal of Multicultural and Multireligious Understanding,* vol. 9, no. 4, pp. 35-53, 2022. https://doi.org/10.18415/ijmmu.v9i4.3667
M. A. Khan et al., "The interplay of leadership styles, Perilaku kerja inovatif, organizational culture, and organizational citizenship behavior," *Sage Open,* vol. 10, no. 1, pp. 1-16, 2020. https://doi.org/10.1177/2158244019898264
D. Dwidienawati et al., "Effective Leadership style for Generation Z," in *5th European International Conference on Industrial Engineering and Operations Management,* Jul. 2022. https://doi.org/10.46254/EU05.20220183
J. Zhu et al., "Kepemimpinan bersama: A state-of-the-art review and future research agenda," *Journal of Organizational Behavior*, vol. 39, no. 7, pp. 834-852, 2016. https://doi.org/10.1002/job.2296
J. E. Hoch, "Kepemimpinan bersama and innovation: The role of vertical leadership and employee integrity," *Journal of Business and Psychology*, vol. 28, no. 2, pp. 159-174, 2013. https://doi.org/10.1007/s10869-012-9273-6
R. K. K. Vandavasi et al., "Knowledge sharing, Kepemimpinan bersama and innovative behaviour: A cross-level analysis," *International Journal of Manpower,* vol. 41, no. 8, pp. 1221-1233, 2019. https://doi.org/10.1108/IJM-04-2019-0180
H. Hendratmoko and N. Mutiarawati, "The Significant Impact of Workplace Environment on Gen Z Performance in Indonesia," *Jurnal Manajemen,* vol. 13, no. 1, pp. 28-41, 2024. https://doi.org/10.46806/jm.v13i1.1096
D. C. Rampen et al., "The x-factors behind gen Z employee performance: A systematic review," *Jurnal Mantik,* vol. 7, no. 2, pp. 668-680, 2023. https://doi.org/10.35335/mantik.v7i2.3919
G. H. Litwin and R. A. Stringer Jr, *Motivation and Iklim organisasi,* 1968.
C. K. Ulfa et al., "Kepemimpinan transformasional, organisational climate and organizational trust; is it trigger to Perilaku kerja inovatif?," *Journal of Positive School Psychology,* pp. 1958-1969, 2022. Available: https://www.journalppw.com/index.php/jpsp/article/view/6223

[27] P. M. Podsakoff et al., "Transformational leader behaviors and their effects on followers' trust
in leader, satisfaction, and organizational citizenship behaviors," *The Leadership Quarterly*, vol. 1, no. 2, pp. 107-142, 1990. https://doi.org/10.1016/1048-9843(90)90009-7
S. Tharnpas and B. Sakun, "A study of ceo Kepemimpinan transformasional, organizational factors and product innovation performance: Scale development and a theoretical framework," *International Journal of Innovation Science*, vol. 7, no. 2, pp. 107-126, 2015. https://doi.org/10.1260/1757-2223.7.2.107
T. Melinda et al., "Confirmatory analysis of Kepemimpinan bersama dimension," *International Journal of Economics, Business, and Management Research*, vol. 5, no. 12, pp. 57-64, 2021. Available: http://dspace.uc.ac.id/handle/123456789/4912
A. Grille and S. Kauffeld, "Development and preliminary validation of the shared professional leadership inventory for teams (SPLIT)," *Psychology*, vol. 6, pp. 75-92, 2015. https://doi.org/10.4236/psych.2015.61008
H. P. Sims and W. LaFollette, "An assessment of the Litwin and Stringer organization climate questionnaire," *Personnel Psychology*, vol. 28, no. 1, pp. 19-38, 1975. https://doi.org/10.1111/j.1744-6570.1975.tb00388.x
R. M. Baron and D. A. Kenny, "The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations," *Journal of Personality and Social Psychology*, vol. 51, no. 6, pp. 1173-1182, 1986. https://doi.org/10.1037/0022-3514.51.6.1173
W. Widhiarso, "Berkenalan dengan analisis mediasi: Regresi dengan melibatkan variabel mediator (Bagian pertama)," unpublished manuscript, vol. 1, pp. 1-5, 2010.
S. Haryono, “Metode SEM untuk penelitian manajemen”, Luxima Metro Media, 2017.
H. Vashti and T. Antonio, "The role of price promotion and product quality in influencing the intention to repurchase cok-kis cookies," in *International Conference on Entrepreneurship (ICOEN) KnE Social Sciences*, pp. 441–459, 2021. https://doi.org/10.18502/kss.v5i5.8831
H. M. Jogiyanto and W. Abdillah, *Konsep dan aplikasi PLS (Partial Least Square) untuk penelitian empiris*, BPFE Fakultas Ekonomika dan Bisnis UGM, Yogyakarta, 2009.
W. Chin, "The Partial Least Squares Approach for Structural Equation Modeling," *Advances in*
Hospitality and Leisure, vol. 8, no. 2, pp. 295-336, 1998. Available: https://www.researchgate.net/publication/311766005_The_Partial_Least_Squares_Approach_to_Structural_Equation_Modeling
J. Cohen, Statistical power analysis for the behavioral sciences (2nd ed.). Routledge, 1988.
I. Ghozali and H. Latan, Partial least squares: konsep, teknik, dan aplikasi dengan program
X. Zhao, J. G. Lynch Jr., and Q. Chen, "Reconsidering Baron and Kenny: Myths and truths about mediation analysis," *Journal of Consumer Research*, vol. 37, no. 2, pp. 197-206, 2010. Available: http://www.jstor.org/stable/10.1086/651257
B. Nugraha, "Pengembangan uji statistik: Implementasi metode regresi linier berganda dengan pertimbangan uji asumsi klasik,” 2022. Available: https://books.google.co.id/books?hl=en&lr=&id=PzZZEAAAQBAJ&oi=fnd&pg=PR5&dq=uji+asumsi+klasik&ots=KxuW33rdrc&sig=JNtfJbcJhn9vf7abJRRF_AIUl-Q&redir_esc=y#v=onepage&q=uji%20asumsi%20klasik&f=false
J. M. Gichuhi, "The influence of Kepemimpinan bersama on organizational resilience as moderated by Iklim organisasi in the telecommunication sector in Kenya," dissertation, PAN Africa Christian University, 2023.
Z. H. Salsabila and A. Mansyur, "Perilaku kerja inovatif: Role of Iklim organisasi and employee

creativity," *Jurnal Fokus Manajemen Bisnis*, vol. 14, no. 1, pp. 71-83, 2024. https://doi.org/10.12928/fokus.v14i1.9491

Smart PLS 3.0, Semarang: Universitas Diponegoro Semarang, 2015.
framework and emerging trends," *Technovation*, vol. 92, pp. 1-10, 2020. https://doi.org/10.1016/j.technovation.2017.12.004
no. 2, pp. 1-10, Jul. 2021. Available: https://journal.prasetiyamulya.ac.id/journal/index.php/FM/article/view/596