

INNOVATIVE WORK BEHAVIOUR OF GENERATION Z EMPLOYEES IN CIKARANG

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Abstract

In today's employment, Generation Z has taken centre stage in almost every industry. Examining the effects of information sharing, employee engagement, and transformational leadership on the creative work practices of Generation Z employees in Cikarang was the goal of this study. A sample of 320 respondents was obtained by distributing questionnaires to Generation Z employees in the area using an associative design and quantitative approaches. The results showed that knowledge sharing, employee engagement, and transformational leadership all had a favourable impact on the creative work practices of Cikarang's Generation Z workforce.

Keywords: *innovative work behaviour, employee engagement, knowledge sharing, transformational leadership*

INTRODUCTION

Individuals born in the middle of the 1990s and the early 2010s are considered to be part of Generation Z, with a population that now constitutes one-third of the world, Generation Z has overtaken millennials to become the most populous generational group (Chen, Xue, tuomi, & Wang, 2022). Anyone born between 1997 and 2012 is classified as Generation Z (Agrawal, Kalia, Nema, Zia, Kaur, & John, 2023). Based on the Central Statistics Agency (BPS) population census, Generation Z comprised 27.94%, equivalent to 74.93 million, of Indonesia's total population in 2020 (Jayani, 2021). Generation Z is cohort joining the professional world (Leslie, et al, 2021).

According to Stylos and Vassiliadis (2025), the values and preferences of Generation Z vary considerably when compared to other generational groups. Generation Z places a higher emphasis on receiving support from their leaders (Wong, Cross, & Burton, 2021). In real life, Generation Z's interpersonal skills are weak (Kahawandala, Peter, & Niwunhella, 2020). Generation Z prefers to spend time alone rather than with others, there is evidence that Generation Z differs from previous generations and tends to be more individualistic when it comes to learning, communication, and interpersonal interactions (Pichler, Kohli, & Granitz, 2021). Generation Z also lacks confidence in the security and accessibility of quality employment due to the numerous setbacks currently occurring (Gentina, 2020).

Given these examples of setbacks, various companies are rapidly innovating to ensure their organizations' competitiveness and sustainability (Waqas, Honggang, Ahmad, Khan, & Iqbal, 2021). This is because, according to Gamage, Muchiri, Shahid, and Rashid (2024), every company member needs to increase their innovation and creativity in today's digital era. According to Magano, Silvia, Figueiredo, Vitória, Nogueira, & Dinis (2020), the corporate world is navigating a quickly changing

landscape, characterized by fierce competition and a trend toward more global, digital, and multicultural practices. Because the corporate environment frequently changes, employees must be bold enough to create, implement, and take responsibility for new ideas within their workplace but unfortunately innovative work behaviour inherently carries risks (Bibi & Afsar, 2020).

These risks include the uncertainty of the innovation process and its timing is unpredictable for some (Baharuddin, Masrek, & Shuhidan, 2020). Consequently, many employees fear generating new ideas, because once their ideas are used by the company, they are not prepared to take full responsibility for their ideas (Afsar & Umrani, 2020). Innovative work behaviour is a vital for employees to develop and maintain, since it plays a vital role in accomplishing organizational success (Erhan, Uzunbacak, & Aydin, 2022). According to Clarke and Higgs (2020), when employees' innovative work behaviour is not improved, it can lead to negative employee behaviours such as job complexity and ambiguity, uncertainty, and role overload.

According to the 2022 Global Innovation Index (GII) data, Indonesia ranks 75th out of 132 countries, this ranking data is obtained from an evaluation of 80 innovation indicators (Dutta, Lanvin, Wunsch-Vincent, & León, 2022). Innovation plays an essential position in national economic development and the general well-being of its citizens (Aziz, Abdullah, & Hanapiyah, 2022). However, Indonesia still faces challenges related to its innovation performance, which has not yet been fully implemented. The Innovative Government Award (IGA) from the Domestic Policy Strategy Agency (BSKDN, 2024) revealed that Bekasi Regency did not win the award from 2020 to 2024. Therefore, this study will focus on further discussing Generation Z employees in Cikarang. The selection of the research area in this study in Cikarang, because Cikarang is one of the areas in West Java that is in great demand, Cikarang is famous as an industrial city, and there are 7 industrial areas with more than 4,000 companies from various countries located in the Cikarang area (Dirgantara, 2024). Therefore, to maintain and sustain the innovative work behaviour of Generation Z employees in Cikarang, an influence is needed to serve as a benchmark for the success of their innovative work behaviour in a positive direction. The presence of transformational leadership is a major factor in promoting innovative behaviour in the workplace (Saif, Amelia, Goh, Rubin, Shaheen, & Murtaza, 2024); employee engagement (Pukkeeree, Na-Nan, & Wongsuwan, 2020); and knowledge sharing (Islam, Zahra, Rehman, & Jamil, 2024). A direct correlation was identified between creative work practices and transformational leadership, which this study shows is essential for assisting Pakistani higher education employees in cultivating an innovative workplace culture (Saif et al., 2024).

Building on the findings of Pukkeeree et al. (2020), when employee engagement significantly affects innovative work behaviour, it suggests that higher engagement can encourage positive advancements in how employees innovate. In addition, prior research has highlighted the advantageous role of knowledge sharing in fostering innovative work behaviour, indicating that exchanging knowledge among employees not only supports the creation of new ideas but also enhances efficiency in carrying out work tasks (Islam et al., 2024).

The researchers consequently believe that the issue of creative work behaviour among Generation Z employees is an intriguing one for more investigation, as stated in the introduction above. Additionally, the goal is to close the gaps in the existing body of research by providing more details and revealing new, more thorough facts regarding

the influence of knowledge sharing, employee engagement, and transformational leadership on the innovative work practices of Generation Z employees in Cikarang. The primary goal of this study is to ascertain how knowledge sharing, employee engagement, and transformational leadership impact the innovative work practices of Cikarang's Generation Z workforce.

LITERATURE REVIEW

Transformational Leadership and its Influence on Innovative Work Behaviour

Transformational leadership describes a leader's approach to providing motivational support to their subordinates, ensuring their team achieves its targets and achieves performance that meets company expectations (Grošelj, Černe, Penger, & Grah, 2021). Transformational leadership is defined as the establishment of communication within a team, creating a new vision that transcends personal interests, this vision is then clearly shared, such as through face-to-face communication channels (Greimel, Kanbach, & Chelaru, 2023).

Transformational leadership is defined as a blend of robust employee-driven efforts and supportive, management-led activities (Ruloff & Petko, 2021). A leader and innovative work behaviours within the workforce are crucial for driving organizational growth and performance in today's modern era (Aboobaker, Zakkariya, & Edward, 2022). Transformational leadership refers to a leadership approach that is quite effective and influential in bringing about change in a company organization (Islam, Furuoka, & Idris, 2021). Based on research conducted by (Rafique, Hou, Chudhery, Waheed, Zia, & Chan, 2022), (Lin, 2023), and (Saif et al., 2024), transformational leadership has a positive relationship with innovative work behaviour.

Employee Engagement and Its Influence on Innovative Work Behaviour

Employee engagement is a characteristic possessed by an employee, encompassing both emotional and cognitive aspects, with examples including self-confidence, empowerment, and optimism (Turner, 2020). Employee engagement is "the channeling of one's full potential at work, by optimally utilizing one's resources when carrying out work tasks, this can be achieved through emotional, physical, and cognitive support" (Albrecht, Green, & Marty, 2021).

Employee engagement is defined as a meaningful advantage found within a company, this advantage represents the level of employee attitudes toward work, particularly how employees communicate effectively and demonstrate high dedication to the organization (Elamin, Aldabbas, Ahmed, & Abdullah, 2024). To enhance innovation within a company, companies must strive to involve their employees to foster innovative work behaviour (Hussain & Zhang, 2023).

Engagement plays a crucial and fundamental the part it plays in boosting employee innovation (Ali, Li, & Qiu, 2022). When companies support employee engagement, they foster innovations and are prepared to address future challenges. Research conducted by (Pukkeeree et al., 2020), (Ali et al., 2022), and (Elamin et al., 2024) suggests a positive relationship between employee engagement and innovative work behaviour.

Knowledge Sharing and Its Influence on Innovative Work Behaviour

Knowledge sharing refers to an employee's willingness to share information within a team, including processes, ideas, facts, experiences, and formulas, which are

shared collaboratively with fellow team members (Bari, Ghaffar, & Ahmad, 2020). Knowledge sharing is defined as a situation where a team member is working on a task and experiences a process of exchanging information with colleagues, followed by feedback, evaluation, and finally, a determination of the most expeditious process for completing the task (Sudibjo & Prameswari, 2021).

Knowledge sharing is a collaborative problem-solving approach used by a team by sharing ideas and information with fellow teammates and providing input on the team's work (Khatoon, Rehman, Islam & Ashraf, 2024). Managers should encourage networking among their subordinates to support sharing of information and creative work practices in the workplace. Knowledge sharing is a key factor in unlocking better opportunities for innovative behaviour and inspiring employees to develop new ideas. Research conducted by (Islam et al., 2024), (Derin, Toker, & Gorener, 2022), and (Aldabbas, Pinnington, & Lahrech, 2021) indicates a knowledge exchange and creative work practices are positively correlated.

Innovative Work Behaviour

Innovative work behaviour can be described as a employee participation within a company organization, including the creation of new ideas for company products and services, this participation is beneficial for developing employee innovation while working and achieving company targets related to products and services (Farrukh, Meng, Raza, & Wu, 2023). Innovative work behaviour is a concept of personal behavioural characteristics, producing innovative thoughts and promoting work operations through creativity, which provides tangible benefits (Dar, Ahmad, Badar, & Kundi, 2021).

The definition of innovative work behaviour is the development of fresh ideas intended to be applied for the company's benefit and society as a whole (Al Daboub, Al-Madadha, & Al-Adwan, 2024). Innovative work behaviour among employees is closely linked to innovation within the company, demonstrating dedication to increasing business competitiveness (Jankelová, Joniaková, & Mišún, 2021). This is evidenced by the success of an organization in the context of rapid business growth, as evidenced by its innovations (Malibari, Bajaba, Bajaba, & Basahal, 2025).

Given the current competitive environment for company growth and development, various companies rely on their expertise in generating new ideas, these ideas are then screened to determine the most promising for publication (Karimi, Malek, Farani, & Liobikienė, 2023). According to Srirahayu, Ekowati, and Sridadi (2023), three factors can influence innovative work behaviour: personal, organizational, and external factors.

Organizational behaviour and its management are crucial components of the management discipline in addressing problems and challenges arising from interactions between various parties within an organization, such as coworkers, superiors, and subordinates. This is supported by Bandura's Social Cognitive Theory (SCT) (Rafique et al., 2022), The theory holds that individuals can acquire new skills and information by direct experience, enactive mastery experience, and mastery modelling experience, or experience driven by circumstances.

Research Hypothesis

Based on the introduction and theoretical framework, the following hypotheses were formulated:

H1: Innovative work behaviour is influenced by transformational leadership.

H2: Innovative work behaviour is influenced by employee engagement.
H3: Innovative work behaviour is Influenced by knowledge sharing.

From the perspective of the research hypotheses and research framework, Table 1 presents several similar studies based on previous research.

Table 1. Previous Research

No.	Author / Year	Findings	Gap Reasearch
1	Navid Saif, Amelia, Gerald Guan Gan Goh, Abner Rubin, Imrab Shaeen, Muhammad Murtaza (2024)	The positive and significant relationship between Transformational Leadership and Innovative Work Behavior	The focus of the research area object of a country and several indicators
2	Muhammad Asim Rafique, Yumei Hou, Muhammad Adnan Zahid Chudhery, Muhammad Waheed, Tayyaba Zia, dan Faiza Chan (2022)	Transformational Leadership is positively related to Innovative Work Behavior	Focus of the research object of a country's area
3	Qingjin Lin (2024)	The Influence of Transformational Leadership on Innovative Work Behavior	There is mediation
4	Peerapong Pukkeeree, Khahan Na Nan, and Natthaya Wongsuwan (2020)	Employee Engagement has a statistically significant effect on Innovative Work Behavior	Focus of the research object of a country's area
5	Hazem Ali, Min Li, dan Xunmin Qiu (2022)	Employee Engagement positively influences Innovative Work Behavior	There is mediating and moderating
6	Abdallah M. Elamin, Hazem Aldabbas, Ahmed Zain Elabdin Ahmed, dan Abdulaziz N. Abdullah (2024)	Positive relationship between Employee Engagement and Innovative Work Behavior	Focus of the research object of a country's area
7	Talat Islam dan Iram Zahra, Saif Ur Rehman, dan Saqib Jamil (2022)	Knowledge Sharing has a positive influence on Innovative Work Behavior	There is mediating and moderating
8	Oyku Basak Derin, Kerem Toker & Ali Gorener (2020)	The relationship between Knowledge Sharing and Innovative Work Behavior is positive	There is mediation
9	Hazem Aldabbas, Ashly Pinnington, Abdelmoun aim Lahrech (2021)	Direct and indirect relationship between Knowledge Sharing and Innovative Work Behavior	Focus of the research object of a country's area

Source: Research results from various sources (2025)

Based on the research hypotheses, Figure 1 presents a research framework that can explain the relationships between the variables.

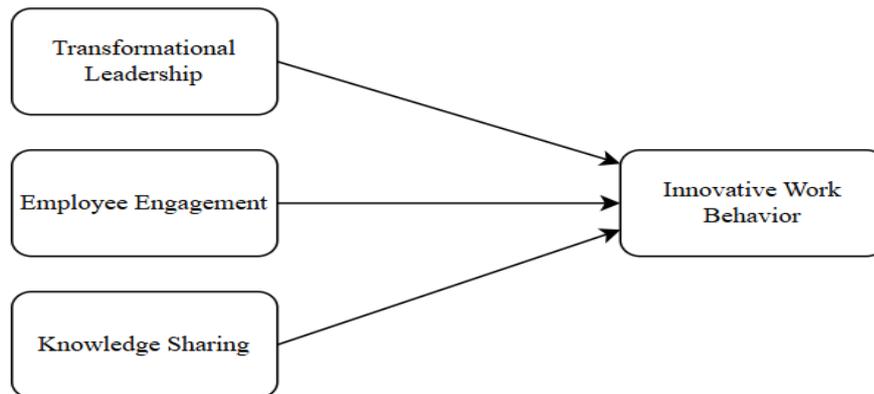


Figure 1. Research Framework

RESEARCH METHOD

Table 2. Operational Variable

Latent Variable	Indicator	Scale
Transformational Leadership (X1) (Rafique et al., 2022).	<ul style="list-style-type: none"> ● Leaders communicate a positive vision. ● Leaders encourage development. ● Leaders recognize staff. ● Leaders collaborate as a team. ● Leaders challenge assumptions about problems. ● Leaders practice what they preach. ● Leaders personally inspire staff. 	Likert 1 - 5
Employee Engagement (X2) (Ali et al., 2022).	<ul style="list-style-type: none"> ● Feeling energized at work. ● Feeling excited at work. ● Looking forward to going to work in the morning. ● Excited about the work. ● Work inspires me. ● Proud of my work. ● Work makes me happy. ● Deeply immersed in the work. ● Getting carried away at work. 	Likert 1 - 5
Knowledge Sharing (X3) (Derin et al., 2020).	<ul style="list-style-type: none"> ● Share reports with coworkers. ● Receive work reports from coworkers. ● Share work experiences with coworkers. ● Coworkers share experiences. ● Share expertise with coworkers. ● Coworkers share expertise. ● Managers share work knowledge. 	Likert 1 - 5
Innovative Work Behaviour (Y.) (Tan et al., 2022).	<ul style="list-style-type: none"> ● Generating new ideas for improvement. ● Systematically introducing ideas. ● Transforming ideas into applications. ● Thoroughly evaluating the implementation of ideas. ● Mobilizing support for innovative ideas. ● Generating solutions to problems. ● Generating team members' enthusiasm for ideas. ● Seeking new work methods. ● Gaining approval for ideas. 	Likert 1 - 5

Source: Research results from various sources (2025)

This study uses quantitative research to measure links, consistent occurrences, and developments found in a particular population (Dehalwar & Sharma, 2024). It relies on solving research problems using numbers or numerical data (Gul, 2023). This type of research is associative, with a cross-sectional time horizon. The population in this paper was located in Cikarang, with the unit of analysis being individuals Generation Z employees in Cikarang. The data collection method used a questionnaire via Google Form containing 32 indicators. To establish the minimum number of participants required the theory (Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021) regarding the ten times rule was used, this was done by multiplying a minimum sample size of 320 respondents by limiting the number of formative indicators used to quantify latent variables by 10.

The research utilized a Likert scale with five response options ranging from 1 to 5. The data gathered were quantitative, obtained from both primary and secondary sources. Respondents were chosen using a simple random sampling technique. To analyze the structural equation model, the study utilized the PLS-SEM (Partial Least Squares Structural Equation Modeling) approach, processed with the SMARTPLS software (Hair et al., 2021). From the questionnaire distribution performed in this paper, a sample of 340 respondents was obtained, of which 320 respondents were further processed in SMARTPLS because they met the respondent criteria. The operational factors in this investigation are displayed in Table 2.

RESULTS AND DISCUSSION

Regarding the respondent profile, various information was collected, including gender, age, domicile, and work experience. Respondents were randomly selected, but with certain criteria, respondents in this study had to be Generation Z and work in Cikarang. Based on the final results of the respondent search, it was found that of the 320 respondents who answered the questionnaire, 81.3% were female and 18.8% were male. This data indicates a higher mobility of women than men during this study. Regarding respondent age, many respondents answered in the 21-24 age range (70.3%). Regarding domicile, 33.1% lived in North Cikarang, with the remainder in South Cikarang, Central Cikarang, West Cikarang, and East Cikarang. Furthermore, regarding work experience, the most of the respondents were from the 2-3 years work experience group, with 41.9%.

The study's findings supported the acceptance of the three hypotheses that were put out. The final research showed that knowledge sharing, employee engagement, and transformational leadership had a substantial and favourable impact on the creative work practices of Cikarang's Generation Z employees. Additionally, the statistical results are better supported by the use of validity and reliability standards for the indicators utilised, which strengthens the study's conclusions' credibility and robustness.

Validity and Reliability Test Results

While Cronbach's alpha and composite reliability are used to evaluate dependability, validity testing is often conducted using two methods: convergent validity as well as discriminant validity. By looking at both the extracted average variance (AVE) and the outer loadings, convergent validity is evaluated. Hair, Hult, Ringle, and Sarstedt (2022) state that outside loadings ought to be more than 0.70, reflecting a strong correlation between a construct and its indicators. In this study, all

outer loadings across constructs and indicators were greater than 0.70, thereby fulfilling the criteria for convergent validity. Table 3 describe average variance extracted value results.

Table 3. Average Variance Extracted (AVE) Value Results

Variable	Average Variance Extraxted (AVE)	Information
X1.	0.564	Valid
X2.	0.618	Valid
X3.	0.571	Valid
Y.	0.636	Valid

Note: X1.: Transformational Leadership, X2.: Employee Engagement, X3.: Knowledge Sharing, Y.: Innovative Work Behaviour.

Hair et al. (2022) emphasise that an average variance extracted (AVE) value must be greater than 0.50 to be deemed acceptable. As shown in Table 3, all variables in this study reported AVE values exceeding 0.50, fulfilling this criterion. Consequently, the outcomes of both the outer loadings and AVE tests confirm that the convergent validity assessment in this study successfully met the required validity standards. Table 4 shows that every variable in this investigation complied with this criterion, HTMT values show less than 0.90.

Table 4. Heterotrait-Monotrait (HTMT) Value Results

	X1.	X2.	X3.	Y.
X1.				
X2.	0.789			
X3.	0.684	0.749		
Y.	0.662	0.586	0.671	

Note: X1.: Transformational Leadership, X2.: Employee Engagement, X3.: Knowledge Sharing, Y.: Innovative Work Behaviour.

Cross-loading, the Fornell-Larcker criteria, and the heterotrait-monotrait ratio (HTMT) are three often used techniques to assess discriminant validity. Gold states that the HTMT value needs to be less than 0.90 (Kamis, Saibon, Yunus, Rahim, Herrera, & Montenegro, 2020). When the correlation coefficients between constructs are less than the square root of their individual AVE values, discriminant validity is verified, using the Fornell-Larcker criterion (Kamis et al., 2020).

This investigation's findings satisfied that criterion. Cross-loading validity is verified when each item's loading on its associated construct is higher than its loading on other constructs (Kamis, et al., 2020). The study's findings also satisfied this condition. Thus, the overall results of the cross-loading-based discriminant validity test, HTMT, and Fornell-Larcker criteria demonstrate that the validity requirements were successfully satisfied. Table 5 describe reliability value results.

Tabel 5. Reliability Value Results

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Information
X1.	0.871	0.874	0.900	Reliable
X2.	0.922	0.925	0.936	Reliable
X3.	0.875	0.876	0.903	Reliable
Y.	0.928	0.929	0.940	Reliable

Note: X1: Transformational Leadership, X2: Employee Engagement, X3: Knowledge Sharing, Y: Innovative Work Behaviour.

Hair et al. (2021) explain that composite reliability (rho_c) serves as an indicator of internal consistency reliability, where values above 0.70 are considered acceptable. As shown in Table 5, All four of the study's variables have composite reliability (rho_c) values that are higher than the 0.70 cutoff. Similarly, the lowest acceptable criterion for Cronbach's alpha for evaluating internal consistency dependability is 0.70 (Hair et al., 2021). Every variable in this investigation had Cronbach's alpha values more than 0.70, as seen in Table 5. Therefore, the findings confirm that the reliability of the constructs used in this study is confirmed by both the composite reliability and Cronbach's alpha values.

Structural Model Test Results (Inner Model)

In this paper, various structural model test results (inner model) yielded individual values for each test. The R-Square value is considered acceptable if the value obtained falls between according to Zeng, Liu, Gong, Hertogh, and König (2021), 0.75 denotes substantial, 0.50 denotes moderate, and 0.25 denotes weak. With a weak coefficient of determination (R-Square) of 0.484, transformational leadership, employee engagement, and knowledge sharing account for 48.4% of the variable of innovative work behaviour, with 51.6% being influenced by outside factors not included in this study. According to the F-Square results shown in Table 6.

Table 6. F-Square Results

	X1.	X2.	X3.	Y.
X1.				0.035
X2.				0.048
X3.				0.181
Y.				

Note: X1.: Transformational Leadership, X2.: Employee Engagement, X3.: Knowledge Sharing, Y.: Innovative Work Behaviour.

According to Cohen (Hair et al., 2021), effect size (F-Square) is classified into three categories: 0.02 indicating 0.15 for a medium effect, 0.35 for a large effect, and a tiny effect. This study shows that creative work behaviour is marginally impacted by transformational leadership (0.035). Similarly, employee engagement also reflects a small effect (0.048). In contrast, knowledge sharing shows a stronger influence, falling into the medium category with a value of 0.181

The Q-Square predictive value for creative work practices in this research was found to be 0.459, which is greater than 0, thereby confirming predictive relevance. Furthermore, the variance inflation factor (VIF) of the three independent variables

values with respect to the dependent variable were all below 5 specifically 2.511, 2.015, and 1.565 indicating the absence of collinearity issues. The results of the PLS Algorithm are illustrated in Figure 2.

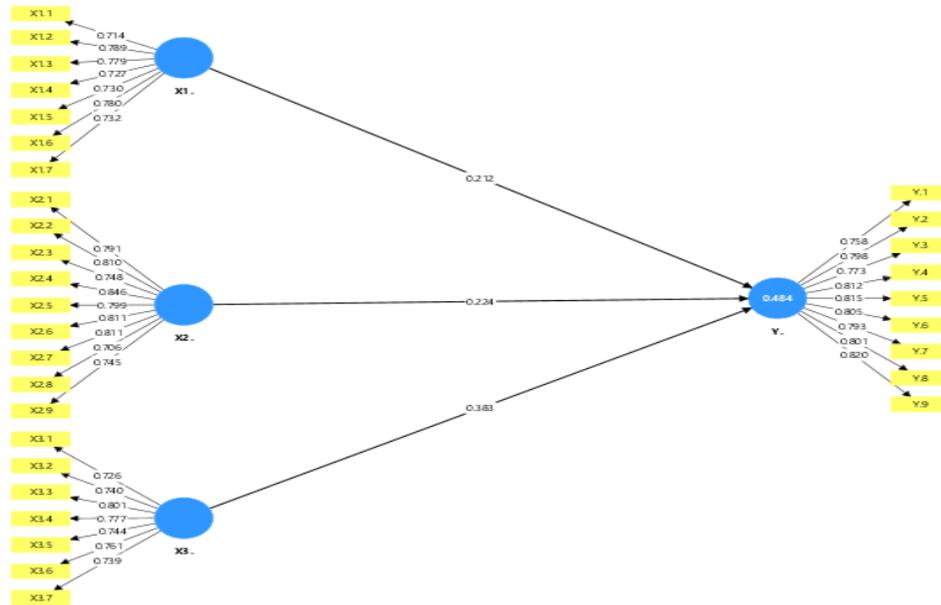


Figure 2. PLS Algorithm Results

According to the standardized root mean residual (SRMR) in relation to the goodness-of-fit test results shown in Table 7, a value of 0.050 was recorded, the d_{ULS} value was 1.340, while d_G exceeded 0.05, and the NFI value was found to be above 0.50. SRMR value less than 0.08 is expected in research (Kalinkara & Özdemir, 2023). The NFI value of 0.853 indicates that this study has a good fit. Therefore, these results suggest that this research model meets the assessment criteria.

Table 7. Goodness-Of-Fit Value Results

	Saturated model	Estimated model
SRMR	0.050	0.050
d_ ULS	1.340	1.340
d_ G	0.552	0.552
NFI	0.853	0.853

Hypothesis/Significant Test Results

Table 8. Hypothesis / Significant Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1. -> Y.	0.212	0.217	0.085	2.501	0.012
X2. -> Y.	0.224	0.227	0.072	3.107	0.002
X3. -> Y.	0.383	0.379	0.075	5.112	0.000

Note: X1.: Transformational Leadership, X2.: Employee Engagement, X3.: Knowledge Sharing, Y.: Innovative Work Behaviour.

This study is based on three hypotheses. The first hypothesis is that transformational leadership has an impact on creative work practices. The second hypothesis is that employee involvement has an impact on creative work behaviour. Additionally, the third hypothesis states that information sharing affects innovative work behaviour. These three ideas will be examined based on responses to a survey given to Generation Z employees at Cikarang. The test findings can be seen in Table 8.

As indicated in Table 8, the hypothesis testing for this investigation followed the criteria of a t-statistic greater than 1.96 with a significant level of 5% or 0.05 (Hair et al., 2022). The study's findings demonstrated that the first hypothesis, which examined the impact of transformational leadership on creative work practices, had a p-value of 0.012 and a t-statistic of 2.501. With its focus on employee engagement and innovative work methods, the second hypothesis yielded a t-statistic of 3.107 and a p-value of 0.002. The third hypothesis, which looked at how information sharing affected creative work habits, had the greatest findings, with a t-statistic of 5.112 and a p-value of 0.000. Thus, it may be concluded that all three of the assumptions in Table 8 were validated. The study's findings demonstrated that the first hypothesis, which examined the impact of transformational leadership on creative work practices, had a p-value of 0.012 and a t-statistic of 2.501.

Discussion

The results of the enquiry are consistent with earlier studies. Three previous research corroborate the first hypothesis, which holds that transformational leadership significantly and favourably influences the creative work practices of Generation Z employees in Cikarang. For example, transformational leadership and innovative work practices were found to be positively correlated by Saif et al. (2024). Transformational leadership has the potential to enhance innovative work practices in Pakistani educational institutions when used properly, fostering a creative culture that motivates individuals to act and think more creatively (Saif et al., 2024).

Rafique et al. (2022) discovered that creative work behaviour is favourably impacted by transformational leadership. In the study by Rafique et al. (2022), Pakistani public sector universities in four provinces effectively implemented transformational leadership for academic staff, improving their innovative work behaviours. This, in turn, inspired and engaged them in creative activities (Rafique et al., 2022).

Furthermore, Lin (2023) studies revealed demonstrated hotel workers' innovative work behaviour was greatly impacted by transformational leadership, highlighting a strong correlation between the two that led to improvements in innovative work behaviour among hotel workers along the southeast coast of China, such as increasing employee hard work and willingness to generate new ideas to improve hotel service quality (Lin, 2023).

The first hypothesis is related to Transformational Leadership influences Innovative Work Behaviour, this hypothesis was formed due to a transformational leader's capacity to inspire and encourage followers through their unique leadership approach. When a transformational leader can apply his leadership style consistently in the team, then the leader becomes one of the supporting factors related to the growth of creativity and innovation in the work environment, and with this it can increase innovative work behaviour as a whole.

Regarding the second hypothesis, Cikarang's Generation Z workers' creative work practices were strongly and favourably impacted by employee engagement. This

result is consistent with three earlier investigations. According to study by Pukkeeree et al. (2020), creative work behaviour was statistically significantly impacted by employee engagement. Having a high level of employee involvement, human resource officers become more valued and willing to create innovative work methods to make their jobs more effective than before (Pukkeeree et al., 2020).

A study Ali et al. (2022) found an impact of worker engagement on creative work practices among millennials working in service-oriented professions. Due to the high degree of employee involvement, this resulted in better innovative work behaviour among millennial employees in the service industry, including the creation of new policies and programmes (Ali et al., 2022). According to research by Elamin et al. (2024), creative work practices are influenced by employee engagement among employees in the UAE service sector. Open communication between employees, fostering active engagement, fosters innovative work behaviour, and enables employees to overcome challenges encountered on the job (Elamin et al., 2024).

The second hypothesis, related to Employee Engagement influence on Innovative Work Behaviour, arises from the emotional and cognitive bond that employees form when they are seriously involved in their work. A stronger connection between employees leads to higher engagement, which in turn fosters the creation of new product and service ideas within the organization.

Three previous studies corroborate the third hypothesis, which holds that sharing has a significant and positive influence on the innovative work habits of Cikarang's Generation Z employees. Information sharing promotes innovative work practices among IT employees, per a study by Islam et al. (2021). By creating innovative information-sharing training courses, businesses may enhance their employees' creative abilities and accelerate their innovation process (Islam et al., 2021).

According to research by Derin et al. (2022), employees' innovative work behaviour rose when 75 organization, including businesses, communicated and shared explicit and tacit information. According to this study, information exchange significantly influenced creative work practices. According to research by Aldabbas et al. (2021), information exchange and creative work practices were positively correlated among employees in three large companies located in the UAE. When encouraging collaboration of ideas between employees, companies need tools and training to diversify the knowledge possessed by individual employees, and this has an impact on increasing innovative behaviour in the workplace (Aldabbas et al., 2021).

The third hypothesis related to Knowledge Sharing influences Innovative Work Behaviour, the existence of this hypothesis is because when employees are combined into one team or communicate with various parties in the company, these employees will strive to produce good cooperation by doing several things such as exchanging ideas, expertise, and knowledge with each other which will ultimately result in obtaining good work results. With this condition, it can increase the innovativeness possessed by employees in the same company, and can advance the innovative work behaviour.

CONCLUSIONS AND SUGGESTIONS

This study emphasizes how crucial information exchange, employee involvement, and transformational leadership are to the creative work practices of Cikarang's Generation Z workforce. The findings supported all three theories,

demonstrating that each of these elements considerably and favourably influences the development of creative work practices among Cikarang's Generation Z employees.

SMARTPLS was used to test this study and determine its final findings. Based on the outcomes of the three investigated hypotheses, it can be said that the third hypothesis which focuses on how information sharing affects creative work practices has a greater impact than the others. This conclusion is in line with the findings of the significance test, which showed that the information sharing on innovative work behaviour t-statistic and original sample value were higher than those of the other two hypotheses. This is understandable because when employees share information, expertise, and knowledge with each other during work, it accelerates innovative work behaviour among individuals, making it even better than before.

The second strong and significant relationship and influence relates to the second hypothesis regarding innovative work practices and employee engagement. An analysis of the significance tests showed that demonstrate that the original sample value and t-statistic for employee involvement in creative work practices are greater than those in the first hypothesis. This is because when employees are actively involved at work, new, creative and innovative ideas emerge naturally, which can enhance individual innovative work behaviour.

Nevertheless, with regard to the first hypothesis, which addresses the connection between creative work practices and transformative leadership, the original sample value and t-statistic obtained meet the standard criteria and are acceptable. This is understandable because a leader with a clear vision and mission within their team can enable their subordinates to improve their innovative work behaviour. The constraints of this study are found in its limited scope and the specific subject area examined, particularly regarding the focus of the respondent criteria. This could have been more specific, such as focusing on a single company to more clearly understand the influence of the hypotheses presented in the study. Furthermore, the focus of this research was limited to the independent and dependent variables, without the addition of regulating and mediating factors to more clearly understand the indirect link.

The results of this study have notable managerial and theoretical implications, the results can serve as a strategic roadmap for Cikarang-based companies, aiding them in developing and refining policies to cultivate innovative work behaviours among their Generation Z workforce. Based on theoretical implications, the research enhances our understanding of innovative work behaviour by providing concrete evidence derived from processing data on Generation Z employees in Cikarang, there by contributing to the corpus of current knowledge and paving the way for future investigations.

Suggestions for further research, first focusing on a single company, are recommended. This will allow for a more specific and clearer analysis, allowing the research to serve as a valuable evaluation tool for the company. Second focusing mediating and moderating variables could be added to further understand the indirect relationships, which would be useful for strengthening the research findings. Suggetions for companies include the need to create seminars, workshops, development programs, and training programs for managers and employees. Suggestions for Generation Z employees include being more active at work and participating in various company-provided programs.

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