

Peran Keamanan Psikologis sebagai Mediator Antara Kepemimpinan Inklusif dan Perilaku Kerja Inovatif pada Karyawan Generasi Z di Indonesia = The Role of Psychological Safety as a Mediator Between Inclusive Leadership and Innovative Work Behavior Among Generation Z Employees in Indonesia

Hani Oktarini Hizelia, author

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Abstrak

Di tengah intensnya tekanan dalam mempertahankan daya saing, kemampuan perusahaan untuk berinovasi sangat bergantung pada keterlibatan aktif seluruh tenaga kerjanya, termasuk Generasi Z. Namun, potensi inovatif generasi ini kerap terhambat oleh rasa cemas dan tidak aman di tempat kerja akibat paparan sosial digital yang intens sejak dini. Dalam kondisi tersebut, keamanan psikologis menjadi faktor yang memungkinkan mereka merasa aman untuk menyampaikan ide dan mengambil risiko dalam proses inovasi. Penelitian ini bertujuan untuk menguji peran mediasi keamanan psikologis dalam hubungan antara kepemimpinan inklusif dan perilaku kerja inovatif, guna memahami mekanisme yang mendorong kontribusi inovatif karyawan muda. Menggunakan desain survei kuantitatif cross-sectional, data dikumpulkan melalui kuesioner terstandar yang diadministrasikan secara daring, mencakup alat ukur Inclusive Leadership Scale, Psychological Safety Scale, dan Innovative Work Behavior Scale. Sebanyak 220 karyawan Generasi Z dari berbagai sektor di Indonesia menjadi partisipan dengan menilai perilaku atasan langsung serta melaporkan persepsi keamanan psikologis dan perilaku kerja inovatif mereka. Hasil analisis mediasi menggunakan PROCESS Macro versi 4.2 menunjukkan bahwa keamanan psikologis memediasi secara parsial hubungan antara kepemimpinan inklusif dan perilaku kerja inovatif. Temuan ini menegaskan bahwa penciptaan keamanan psikologis dan pengembangan kepemimpinan inklusif merupakan strategi kunci dalam memobilisasi perilaku kerja inovatif karyawan muda di tengah dinamika transformasi organisasi.

.....Amid intensifying pressure to stay competitive, organizations' ability to innovate increasingly depends on the active engagement of their entire workforce, including Generation Z. However, the innovative potential of this generation is often hindered by anxiety and insecurity at work, stemming from early exposure to digital social environments. In this context, psychological safety becomes a key factor that enables them to express ideas and take risks in the innovation process. This study aims to examine the mediating role of psychological safety in the relationship between inclusive leadership and innovative work behavior, in order to understand the mechanisms that drive young employees' innovative contributions. Employing a cross-sectional quantitative survey design, data were collected through an online questionnaire using the Inclusive Leadership Scale, Psychological Safety Scale, and Innovative Work Behavior Scale. A total of 220 Generation Z employees from various sectors in Indonesia participated by assessing their supervisors' leadership behaviors, their own perceptions of psychological safety, and their innovative work behaviors. Mediation analysis using PROCESS Macro version 4.2 revealed that psychological safety partially mediates the relationship between inclusive leadership and innovative work behavior. These findings highlight the importance of fostering psychological safety through inclusive leadership to support innovation among young employees.