ABSTRAK

Erma Shindy Aldani, 2026. Pengaruh *Transformational Leadership* terhadap *Innovative Work Behavior* dengan *Thriving at Work* sebagai Variabel Mediasi pada Karyawan Generasi Z yang Bekerja di *Coffee Shop* Kota Madiun. Skripsi. Program Studi Manajemen, Fakultas Ekonomi dan Bisnis, Universitas PGRI Madiun. Pembimbing (I) Dr. Liliek Nur Sulistiyowati, S.E., M.M. Pembimbing (II) Robby Sandhi Dessyarti, S.E., M.M.

Penelitian ini bertujuan untuk membuktikan secara empiris pengaruh *Transformational Leadership* terhadap *Innovative Work Behavior* dengan *Thriving at Work* sebagai variabel mediasi pada karyawan Generasi Z yang bekerja di *coffee shop* Kota Madiun. Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif-kausal. Data dikumpulkan melalui penyebaran kuesioner menggunakan skala Likert 4 poin dan dianalisis menggunakan metode *Partial Least Squares Structural Equation Modeling (PLS-SEM)* dengan bantuan perangkat lunak *SmartPLS* 4.0. Hasil penelitian menunjukkan bahwa *Transformational Leadership* berpengaruh positif dan signifikan terhadap *Thriving at Work*, dengan nilai koefisien jalur sebesar 0,810 dan P-Values sebesar 0,000. *Thriving at Work* berpengaruh positif dan signifikan terhadap *Innovative Work Behavior*, dengan nilai koefisien jalur sebesar 0,398 dan P-Values sebesar 0,000. Selain itu, *Transformational Leadership* berpengaruh positif dan signifikan terhadap *Innovative Work Behavior*, dengan nilai koefisien jalur sebesar 0,497 dan *P-Values* sebesar 0,000. *Thriving at Work* juga terbukti memediasi secara positif dan signifikan pengaruh *Transformational Leadership* terhadap *Innovative Work Behavior*, dengan nilai koefisien pengaruh tidak langsung sebesar 0,323 dan P-Values sebesar 0,000. Dengan demikian, seluruh hipotesis dalam penelitian ini diterima. Temuan ini menunjukkan bahwa kepemimpinan transformasional dapat mendorong perilaku kerja inovatif melalui peningkatan energi positif dan pembelajaran berkelanjutan karyawan. Oleh karena itu, pemilik dan pengelola *coffee shop* disarankan untuk menerapkan kepemimpinan yang mampu memberikan motivasi, inspirasi, dukungan, serta kesempatan berkembang bagi karyawan guna meningkatkan perilaku kerja inovatif.

Kata Kunci: *Transformational Leadership, Innovative Work Behavior, Thriving at Work, PLS-SEM.*

ABSTRACT

Erma Shindy Aldani, *2026. The Effect of Transformational Leadership on Innovative Work Behavior with Thriving at Work as a Mediating Variable among Generation Z Employees Working in Coffee Shops in Madiun City. Undergraduate Thesis. Management Study Program, Faculty of Economics and Business, Universitas PGRI Madiun. Advisor (I): Dr. Liliek Nur Sulistiyowati, S.E., M.M. Advisor (II): Robby Sandhi Dessyarti, S.E., M.M.*

This study aims to empirically examine the effect of Transformational Leadership on Innovative Work Behavior, with Thriving at Work as a mediating variable among Generation Z employees working in coffee shops in Madiun City. This study employs a quantitative approach with a descriptive-causal research design. Data were collected through questionnaires using a four-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The results indicate that Transformational Leadership has a positive and significant effect on Thriving at Work, with a path coefficient of 0.810 and a P-value of 0.000. Thriving at Work has a positive and significant effect on Innovative Work Behavior, with a path coefficient of 0.398 and a P-value of 0.000. Furthermore, Transformational Leadership has a positive and significant effect on Innovative Work Behavior, with a path coefficient of 0.497 and a P-value of 0.000. Thriving at Work also positively and significantly mediates the relationship between Transformational Leadership and Innovative Work Behavior, with an indirect effect coefficient of 0.323 and a P-value of 0.000. Therefore, all hypotheses in this study are accepted. These findings indicate that transformational leadership can encourage innovative work behavior by enhancing employees' positive energy and continuous learning. Accordingly, coffee shop owners and managers are advised to implement leadership practices that provide motivation, inspiration, support, and opportunities for employee development to improve innovative work behavior.

Keywords*: Transformational Leadership, Innovative Work Behavior, Thriving at Work, PLS-SEM.*