
**THE EFFECT OF EMPLOYEE ENGAGEMENT AND LEADERSHIP STYLE ON
THE PERFORMANCE OF GEN Z EMPLOYEES IN CIREBON CITY WITH
INNOVATIVE BEHAVIOR AS A MEDIATION**

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Abstract

This study aims to analyze the role of Innovation Behavior in mediating the influence of Employee Engagement and Leadership Style on the performance of Generation Z employees in the city of Cirebon. This is a quantitative study using Partial Least Square (PLS) testing based on Structural Equation Modeling (SEM) and primary data. The population of this study is Generation Z employees in Cirebon, with a sample of 100 Generation Z employees selected through Purposive Sampling. Data was obtained by distributing questionnaires online. Based on the results of the study, first, Employee Engagement has a negative but not significant effect on the performance of Generation Z employees. Second, Leadership Style has a positive but not significant effect on the performance of Generation Z employees. Third, Generation Z employees have a significant positive effect on the performance of Generation Z employees. Fourth, Employee Engagement has a significant positive effect on Innovation Behavior. Fifth, Leadership Style has a significant positive effect on Innovative Behavior. Sixth, Innovative Behavior has a significant positive effect in mediating Employee Engagement on Generation Z Employee Performance. Seventh, Innovative Behavior has a positive but not significant effect in mediating Leadership Style on Generation Z Employee Performance. This study indicates that by paying attention to and providing work interest along with leadership that adapts to each employee's generation, it can encourage innovative behavior to enhance their performance.

Keywords: Employee Engagement, Leadership Style, Gen Z, Employee Performance, Innovation Behavior

INTRODUCTION

The year 2025 is part of the society 5.0 era, namely the era of development of the era which is conceptualized as combining technological advances involving human interaction to create creativity and innovation (FabrizioFornari). Of course, this requires all companies to be able to accept and adapt technological advances by developing human resources (HR) to produce high-performance employees, in order to be competitive, because HR is an important factor for the sustainability of an organization.

In Indonesia, based on the Central Statistics Agency, in 2022, the population of Indonesia will reach 275.77 million people, with the Millennial Generation 25.87% equivalent to 69.38 million, and Generation Z 27.94% or 74.93 million people of the total population. Both generations are very prominent in HR because they are of productive age and are able to increase economic growth (Central Statistics Agency). So it can be stated that both generations are HR who influence the Company, especially on Generation Z which is a generation born between the mid-1990s to the early 2010s, According to (Sakitri) this generation Z, if managed and developed properly, will grow innovative thoughts that will create a strong competitive advantage for the company, meaning that good performance will be created and will have an impact on economic development.

Based on research conducted by (Zirzis, 2024:77–83), it is stated that the relationship between technological innovation can enable Generation Z to drive economic growth through the economy, technology-based startups, and e-commerce. This innovative behavior of Generation Z is characterized by a preference for ideas developed through collaboration with colleagues or superiors, thereby creating close relationships among coworkers and achieving desired goals (Ahriansyah & Martdianty, 2024). Thus, it can be predicted that Generation Z will dominate the workforce (Devina & Dwikardana, 20216).

This has been proven in one of the cities in Indonesia, namely the city of Cirebon, where Gen Z employees dominate the world of work in the city of Cirebon. According to DISKOMINFO Cirebon Regency December 2019 and DISDUKCAPIL Cirebon City, December 2021, there are 148,808 private employees dominated by Gen Z, of which 100,715 are private employees in Cirebon Regency and 48,093 are private employees in Cirebon City. This number is the focus of attention of companies and the Government regarding the success of Gen Z employee performance. (Dewansyah et al. 2024)

However, based on a survey conducted in 2019 by workforce regarding Gen Z performance over a period of 4 years, it was stated that Gen Z from 12 countries contained 32% of Gen Z hard workers, 35% of Gen Z are reluctant to work, 33% do not like work that exceeds time so that from these data, these characteristics make Gen Z considered difficult to enter the workforce. This is in line with the problem of Generation Z, where, according to the Central Statistics Agency, there are 1,169,192 Gen Z in West Java who are unemployed. One of them is in the city of Cirebon. Although some Gen Z have worked, not all Gen Z persist in their jobs; most of them choose to leave their jobs rather than stay. This is the problem of Gen Z in the city of Cirebon where when Gen Z feels that their needs and desires are not met at work, they will choose to leave and look for a new job, and vice versa if the expectations of the world of work they want are in accordance, of course this will make them tend to stay in the company and will have enthusiasm and interest in achieving company goals. In fact, according to the results of a survey on Generation Z's work, they tend to want

work activities not always to be in the office by 69% and flexibility in working by 45% (Nafira & Sari, 2022), so it can be stated that Gen Z likes a family atmosphere and a flexible system (Haryanto, 2019).

Therefore, Gen Z expects to be led by leaders who can provide responsibility and flexibility to work along with constructive direction and feedback for continued development (Elias, et al., 2021). Because the leadership style in a company is very influential if it is not in accordance with the developmental conditions of Gen Z, Gen Z employees will automatically have turnover intentions towards work, thereby affecting performance (Karolina & Saryatno, 2024). When Gen Z employees get a boss who has a leadership style that matches the criteria desired by Gen Z, of course, this will lead to employee engagement, which is satisfaction at work where there is enthusiasm and attachment in each Gen Z employee to achieve company goals. A high sense of employee engagement will impact the performance of Gen Z employees (Yanuar et al. 2019).

Based on previous research, according to (Mazzetti & Schaufeli, 2022), Employee Engagement and Leadership Style have a positive and significant effect on the performance of Gen Z employees. (Vania & R. Rina, 2023) Employee Engagement has a positive effect on the performance of Gen Z employees. However, according to (Santri et al. 2023), Employee Engagement has no effect on performance. Furthermore, according to (Ogunsola et al. 2024), Leadership Style has no significant effect on the performance of Gen Z employees. Meanwhile, according to (Darmawan et al. 2024), Innovation Behavior has a significant effect on performance. Therefore, based on the explanation above, researchers are interested in conducting research to determine whether the performance of Gen Z employees in Cirebon City can be influenced by Employee Engagement and Leadership Style through Behavior.

RESEARCH METHOD

Population is one part of the research in the form of subjects or objects that have been determined by researchers with specific criteria that have been determined to draw research conclusions (Hilmawati, 2021). The population in this study is Generation Z Employees in Cirebon City.

The sampling technique was carried out by Purposive Sampling using the Non-Probability Sampling method where sampling was based on certain criteria. These criteria are in the form of Generation Z which is considered in accordance with what the researcher expects (Prof. Dr. Sugiyono, 2018). Here are the criteria for this study:

1. Age: 20 - 24 years (Gen Z born between 2000 - 2004).
2. Education: Minimum Bachelor's degree / Currently pursuing Bachelor's degree
3. Status: Active employee or student who works part-time
4. Industry: Services, Manufacturing, Creative, or Technology
5. Location: Cirebon City and surrounding areas

From these criteria, a sample of 100 respondents was obtained who participated in this study.

Data collection was carried out by distributing questionnaires to Gen Z employees in Cirebon City and 100 respondents were obtained who met the criteria.

The following is a classification of variables and measurement of variables using a Likert scale:

| Variable | Definition of Variable | Indicator | Skala |
|--|---|--|--------|
| Employee Engagement (X ₁) (Schaufeli, W. B., Salanova et al.2002) | Employee engagement is the employee's emotional and intellectual interest in their work, which can have an impact on improving performance in the tasks they perform. | Vigor Dedication Absorption | Likert |
| Leadership Style (X ₂) (Hasibuan, 2016) | Leadership style is the way a leader influences the behavior of subordinates with the aim of providing job satisfaction, productivity and encouraging work enthusiasm, to achieve maximum organizational goals. | Exemplary Authority Delegation Decision | Likert |
| Innovation Behavior (M) (De Jong, J. & Den Hartog, 2010) | Innovative behavior is the action of each individual in creating new ideas and introducing them for the progress of the company. | Ide Exploration Creating Ideas Sharing Ideas Realizing Ideas | Likert |
| Gen Z Employee Performance (Y) (A.A. Anwar Prabu Mangkunegara, 2017) | Performance (work achievement) is the final result of a job that involves employee responsibility by their superior/leader, both in terms of quality and quantity for further development. | Quality Quantity Collaboration Responsibility Initiative | Likert |

RESULTS AND DISCUSSION

Evaluation of Measurement Model (Outer Model)

Table 1.
Outer Loadings

| Variabel | Indikator | Outer Loading | Keterangan |
|----------------------------|-----------|---------------|------------|
| Employee Engagement | EE3 | 0.782 | Valid |
| | EE4 | 0.788 | Valid |
| | EE7 | 0.766 | Valid |
| | EE8 | 0.745 | Valid |
| | EE9 | 0.804 | Valid |
| Leadership Style | GK12 | 0.747 | Valid |
| | GK5 | 0.821 | Valid |
| | GK6 | 0.826 | Valid |

| | | | |
|-----------------------------------|------|-------|-------|
| | GK8 | 0.752 | Valid |
| | PI1 | 0.851 | Valid |
| | PI2 | 0.922 | Valid |
| Innovation Behavior | PI3 | 0.869 | Valid |
| | PI4 | 0.819 | Valid |
| | PI5 | 0.761 | Valid |
| Gen Z Employee Performance | KK11 | 0.879 | Valid |
| | KK12 | 0.816 | Valid |
| | KK5 | 0.876 | Valid |

Source: Primary Data Processed (2025)

Based on the test results in table 1. it can be seen that the outer loading value of all statement items is > 0.70, it can be concluded that all statement items are stated to have convergent validity, meaning that the statement items are able to explain all the relationships of variables in the study

Discriminant Validity

Tabel 2.
Fornell-Larcker

| | Employee Engagement | Leadership Style | Gen Z Employee Performance | Innovation Behavior |
|----------------------------|---------------------|------------------|----------------------------|---------------------|
| Employee Engagement | 0.777 | | | |
| Leadership Style | 0.710 | 0.787 | | |
| Gen Z Employee Performance | 0.407 | 0.426 | 0.857 | |
| Innovation Behavior | 0.509 | 0.682 | 0.530 | 0.846 |

Source: Primary Data Processed (2025)

Based on Table 2, the test results above show that all constructs have a greater AVE root than the correlation between other variables, indicating that the discriminant validity of all variables is met. Then, to measure the value of discriminant validity, cross-loading can be seen.

Tabel 3.
Cross Loading

| | Employee Engagement | Leadership Style | Gen Z Employee Performance | Innovation Behavior |
|------------|---------------------|------------------|----------------------------|---------------------|
| EE1 | 0.557 | 0.346 | 0.079 | -0.177 |
| EE2 | 0.711 | 0.306 | 0.307 | -0.075 |
| EE3 | 0.761 | 0.468 | 0.300 | -0.047 |
| EE4 | 0.665 | 0.437 | 0.234 | -0.116 |
| EE5 | 0.700 | 0.280 | 0.253 | -0.007 |
| EE6 | 0.489 | 0.425 | 0.242 | 0.069 |
| EE7 | 0.685 | 0.431 | 0.185 | -0.171 |
| EE8 | 0.757 | 0.424 | 0.159 | -0.182 |

| | | | | |
|-------------|--------|--------|--------|--------|
| EE9 | 0.535 | 0.428 | -0.000 | -0.230 |
| GK1 | 0.245 | 0.710 | -0.030 | -0.357 |
| GK10 | 0.334 | 0.714 | 0.064 | -0.290 |
| GK11 | 0.418 | 0.544 | 0.110 | -0.226 |
| GK12 | 0.580 | 0.625 | 0.105 | -0.252 |
| GK2 | 0.368 | 0.530 | 0.220 | -0.061 |
| GK3 | 0.343 | 0.497 | 0.270 | -0.043 |
| GK4 | 0.396 | 0.449 | 0.096 | -0.096 |
| GK5 | 0.407 | 0.776 | 0.215 | -0.171 |
| GK6 | 0.412 | 0.791 | 0.154 | -0.258 |
| GK7 | 0.413 | 0.780 | 0.201 | -0.148 |
| GK8 | 0.343 | 0.716 | 0.247 | -0.094 |
| GK9 | 0.066 | 0.184 | 0.014 | 0.032 |
| KK1 | 0.174 | 0.080 | 0.636 | 0.327 |
| KK10 | 0.138 | 0.266 | 0.480 | 0.120 |
| KK11 | 0.204 | 0.190 | 0.681 | 0.253 |
| KK12 | 0.112 | 0.068 | 0.608 | 0.287 |
| KK13 | -0.096 | -0.013 | 0.249 | -0.014 |
| KK2 | 0.318 | 0.169 | 0.671 | 0.164 |
| KK3 | 0.337 | 0.110 | 0.701 | 0.271 |
| KK4 | 0.206 | 0.229 | 0.722 | 0.177 |
| KK5 | 0.175 | 0.161 | 0.671 | 0.178 |
| KK6 | 0.103 | 0.044 | 0.408 | 0.020 |
| KK7 | 0.240 | 0.056 | 0.688 | 0.231 |
| KK8 | 0.092 | 0.071 | 0.119 | 0.035 |
| KK9 | 0.163 | 0.122 | 0.661 | 0.199 |
| PI1 | 0.377 | 0.502 | -0.029 | -0.263 |
| PI2 | 0.042 | -0.010 | 0.182 | 0.548 |
| PI3 | -0.040 | -0.161 | 0.328 | 0.800 |
| PI4 | 0.037 | -0.020 | 0.279 | 0.729 |
| PI5 | 0.017 | -0.034 | 0.168 | 0.561 |
| PI6 | -0.048 | -0.076 | 0.132 | 0.574 |
| PI7 | 0.059 | 0.008 | 0.019 | 0.257 |
| PI8 | -0.026 | -0.169 | 0.275 | 0.709 |

Source: Primary Data Processed (2025)

Validity & Reliability Test

Tabel 4.
Cronbach's alpha, Composite reliability (rho_c)

| | Cronbach's Alpha | Composite Reliability (rho_a) | Composite Reliability (rho_c) | Average Variance Extracted (AVE) |
|---------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Employee Engagement | 0.836 | 0.841 | 0.884 | 0.604 |
| leadership style | 0.798 | 0.807 | 0.867 | 0.620 |

| | | | | |
|----------------------------|-------|-------|-------|-------|
| Gen Z Employee Performance | 0.819 | 0.824 | 0.893 | 0.735 |
| Innovation Behavior | 0.900 | 0.911 | 0.926 | 0.715 |

Source: Primary Data Processed (2025)

Based on the test results in the table above, it can be seen that the composite reliability and Cronbach's alpha values of all variables are greater than 0.70 and the Average Variance Extracted (AVE) value of all reflective constructs is greater than 0.50 so that all convergent validity measures have been met and are in the good category.

R-Square

| | R-square | R-square adjusted |
|----------------------------|----------|-------------------|
| Gen Z Employee Performance | 0.291 | 0.269 |
| Innovation Behavior | 0.640 | 0.633 |

Source: Primary Data Processed (2025)

Based on the test results below, it can be seen that the R-Square value of the Gen Z Employee performance variable is 0.269, which indicates that Employee Engagement, Leadership Style, and Innovation Behavior are able to influence the Gen Z Employee performance variable by 26.9%. So, the model is considered weak. Meanwhile, the R-Square value of the Innovation Behavior variable is 0.633, which indicates that Employee Engagement, Leadership Style, and Gen Z Employee performance are able to influence the Innovation Behavior variable by 63.3%, so it can be concluded that the model is considered moderate.

F-Square / Effect Size

Tabel 5.
Effect Size

| | Gen Z Employee Performance | Innovation Behavior |
|---------------------|----------------------------|---------------------|
| Employee Engagement | 0.003 | 0.487 |
| Leadership Style | 0.014 | 0.093 |
| Innovation Behavior | 0.123 | |

Source: Primary Data Processed (2025)

Based on the test results in table 7. shows that:

1. The influence of Employee Engagement on Gen Z Employee Performance is 0.033, so the influence of Employee Engagement on Gen Z Employee Performance is considered weak.
2. The influence of Employee Engagement on Innovation Behavior is 0.487, so the influence of Employee Engagement on Innovation Behavior is considered strong
3. The influence of Leadership Style on Gen Z Employee Performance is 0.014, so it is considered weak
4. The influence of Leadership Style on Innovation Behavior is 0.093, so it is considered weak
5. The influence of Innovation Behavior on Gen Z Employee Performance is 0.123, so it is considered weak.

Hypothesis Testing

Tabel 6
Direct Effect (Path Coefficient)

| | Path Coefficient | T statistics | P value | Information |
|---|------------------|--------------|---------|-----------------|
| Employee Engagement -> Gen Z Employee Performance | -0.081 | 0.555 | 0.579 | Not Significant |
| Employee Engagement -> Innovation Behavior | 0.594 | 6.160 | 0.000 | Significant |
| Leadership Style -> Gen Z Employee Performance | 0.148 | 1.176 | 0.240 | Not Significant |
| Leadership Style -> Innovation Behavior | 0.260 | 2.537 | 0.011 | Significant |
| Innovation Behavior -> Gen Z Employee Performance | 0.493 | 3.593 | 0.000 | Significant |

Source: Primary Data Processed (2025)

The Influence of Employee Engagement on Gen Z Employee Performance

The r test between Employee Engagement and Generation Z Employee Performance shows a value of -0.185 with a t-statistic of 0.555, indicating a negative effect. The P-value is $0.579 > 0.05$, indicating insignificant effect. Therefore, it can be concluded that H1 is rejected. This can be observed from the results of the Generation Z employee performance questionnaire, which indicates that employees will carry out their work according to the work standards set by the company. This is in line with research conducted by (Sendow, 2021: 8) which states that this can indicate a low sense of employee engagement, which is always followed by an increase in employee performance.

The Influence of Leadership Style on Gen Z Employee Performance

Leadership Style on Gen Z Employee Performance shows that Leadership Style has a positive but insignificant effect on Gen Z Employee Performance. This means that a person's style is not the main factor or is not always the key that can influence employee performance. In accordance with the phenomenon that occurred in the Gen Z generation in the city of Cirebon, many of which occurred were turnover intation where they chose to leave or leave their jobs due to small compensation and inflexible working hours, this can indicate that leadership style does not affect the performance of Gen Z employees. (Mea, 2024: 8). This is in line with research conducted by (wulandari et al. 2024: 151-164) which states that the higher the influence of leadership style in the workplace, the lower the employee performance. The application of a leadership style that is not in accordance with the employee generation certainly has a big influence on performance.

The Influence of Innovation Behavior on Gen Z Employee Performance

The Influence of Innovation Behavior on Gen Z Employee Performance shows a path coefficient value of 0.493 with a t statistic of 3.593 having a positive effect and a P-Value of $0.000 < 0.05$ significant, it can be concluded that H3 is accepted. Innovation Behavior has a positive and significant effect on Gen Z Employee Performance. That is why Generation Z employees as an innovative generation want an adjustment of values with innovative behavior. So that the dimension of idea realization is included in the very high

category written by Generation Z employees, 60% are still not satisfied with the current innovation, so Generation Z expects a new and more enjoyable innovation than before. Thus, this study is in line with research (Mardikaningsih, 2020: 3). This study shows that innovative behavior variables affect Gen Z performance, meaning that the higher the innovative behavior that appears, and the higher the innovative behavior shown by Generation Z employees, the better the resulting performance.

The Influence of Employee Engagement on Innovation Behavior

Employee Engagement with Innovation Behavior shows a positive and significant influence value so that H4 is accepted. Employee Engagement has a positive and significant influence on Innovation Behavior. This test result is in line with previous research conducted by Vithayaporn & Ashton (2019) on national airlines in Thailand, and Amanda, et al., "Analysis of the Influence of Employee Engagement on Employee Work Innovation in Jakarta" shows that employee engagement has a positive relationship with innovative work behavior. Therefore, to maintain an increase in employee engagement attitudes, companies must take various actions, such as using employee ideas to achieve organizational goals and involving employees in decision-making (Hadi et al., 2020). That way, innovative behavior will emerge that can help employees find new, more efficient work patterns or provide added value to the organization (Hadi et al., 2020). This is in accordance with the statement (Qiu, 2022: 13) which states that employees with high innovation behavior will play an important role in the organization's adaptability in dynamic business competition. And innovation. By increasing employee engagement.

The Influence of Leadership Style on Innovation Behavior

Leadership Style with Innovation Behavior shows a positive and significant influence, so H5 is accepted. The more employees can perceive their superior's leadership style at work, the higher the innovative work behavior that employees can display. Conversely, the lower the superior's leadership style perceived by employees, the lower the employee's innovative work behavior. This shows that if a leader has a transparent leadership style in establishing professional relationships with employees, is sincere, and open, then he can make employees feel real and also encourage employees to innovate. This is in line with the results of research conducted by (Sholeha, 2024: 2) which explains the same results, namely Leadership Style has a positive and significant influence on Innovation Behavior that leadership style can increase innovation because consistent and good leaders will be able to instill self-confidence, build strong relationships, build hope, increase subordinate resilience in the workplace and increase employee self-confidence.

Mediation Test

| | Path | T | P | Information |
|--|-------------|------------|-------|-----------------|
| | Coefficient | statistics | value | s |
| Employee Engagement -> Innovation Behavior -> Gen Z Employee Performance | 0.293 | 3.352 | 0.001 | Significant |
| Leadership Style -> Innovation Behavior -> Gen Z Employee Performance | 0.128 | 1.817 | 0.069 | Not Significant |

The Role of Innovation Behavior in Mediating Employee Engagement on Gen Z Employee Performance

The influence of Employee Engagement on Gen Z Employee Performance mediated by Innovation Behavior shows a positive and significant effect. The results of the study indicate that the Innovation Behavior variable is able to mediate the influence of Employee Engagement on Gen Z Employee Performance. This is in line with research conducted by (Kim, S., & Park 2020:17) which shows that Innovative Behavior plays an important role in Employee Engagement and Employee Performance in South Korean manufacturing companies. Research by (Nguyen, 2023:12) shows that Innovative Behavior partially mediates the relationship between Employee Engagement and Job Performance in various sectors in Vietnam. Engaged employees can demonstrate innovative behaviors such as generating new ideas and implementing strategic changes, which ultimately contribute to improved performance. It can be assumed that Gen Z employees are able to create and implement ideas to support their performance well, thus encouraging high employee engagement motivation as a tool to achieve better performance. Innovative behavior is able to mediate the interaction between employee engagement and employee performance.

The Role of Innovation Behavior in Mediating Leadership Style on Gen Z Employee Performance

The influence of Leadership Style on Gen Z Employee Performance mediated by Innovation Behavior shows a positive and insignificant influence. shows that the Innovation Behavior variable has a positive but insignificant influence in mediating the influence of Leadership Style on Gen Z Employee Performance. According to (Oktiani, 2021:21) a good leadership style is felt by employees and accompanied by innovation behavior, employee performance will increase even stronger and vice versa, but inversely proportional to this study which shows the results through the questionnaire results can be stated that generation Z who have entered the workforce, especially those in the city of Cirebon, do not feel the strength of the leadership style in their workplace. So from the low influence of leadership, employees, especially Gen Z, are unable to voice, create and implement their innovative behavior to support their performance because leaders lack direction and flexibility in working that does not violate company standards. This is not in line with research conducted by (Sawitri and Fitriandari, 2021:7) which states that Leadership Style has a positive and significant effect on improving Employee Performance mediated by Innovation Behavior, stating that the stronger the leadership style of a leader that is applied to an organization well and appropriately so that it can be perceived positively by employees accompanied by support for innovative behavior to create and develop new ideas carried out by employees, so that it can create increasing employee performance.

CONCLUSION

This study aims to examine the role of Innovation Behavior in mediating the influence of Employee Engagement and Leadership Style on the performance of Gen Z employees in Cirebon City, using the Structural Equation Modeling (SEM) model with analysis using Partial Least Square (PLS). From the results of the study, it can be concluded that the Employee Engagement variable is not the main factor that influences employee performance variables, especially Gen Z in Cirebon City. They tend to do their work according to the work

standards set by the company. Likewise, Leadership Style has a positive but insignificant effect on the performance of Gen Z employees in Cirebon City. This means that a person's style is not the main factor or is not always the key that can influence employee performance. Meanwhile, Innovation Behavior has a positive and significant effect on the performance of Gen Z employees in Cirebon City, where Generation Z employees are very high in developing ideas as a way to overcome work problems that which can affect their performance. Employee Engagement has a positive and significant effect on Innovation Behavior, where increasing employee interest in their work can create good innovation behavior. In addition, in line with Innovation Behavior, it can mediate the influence of Employee Engagement on Gen Z Employee Performance. where Employee Engagement has a positive direction towards increasing Gen Z Employee Performance mediated by Innovation Behavior. As for Leadership Style, which has a positive and significant influence on Innovation Behavior, the more employees can perceive the leadership style of their superiors in the workplace, the higher the innovative work behavior that employees can display. However, it is different from Leadership Style, which has a positive but insignificant influence on increasing Gen Z Employee Performance mediated by Innovation Behavior. This low leadership influence can make employees, especially Gen Z, unable to voice, create, and implement their innovative behavior to support performance. Based on the results of this study, to improve employee performance in Cirebon City, especially Gen Z, companies must pay attention and provide interest in working, accompanied by superior leadership that is appropriate to the generation of each employee, so that employees will create innovative behavior that can improve their performance.

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