

Fostering Innovation: Psychological Safety and Gen-Z's Proactive Spirit in Startups

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Abstract

This study investigates the evolving roles of employees in Indonesia's dynamic startup ecosystem, focusing on the proactive behaviors of Gen Z workers as the country approaches its 2030 and 2045 goals. It addresses the problem of how inclusive leadership influences taking-charge behavior among these employees, with psychological safety and workplace thriving as mediators. This research lies in its specific examination of inclusive leadership within Indonesia's startup culture, a topic that has not been adequately explored. The study employs a quantitative approach utilizing SEM-PLS and Warp-PLS software. Data were collected via surveys from 210 Gen Z employees working in Indonesian startups, allowing for a robust analysis of the relationships between inclusive leadership, taking-charge behavior, and the mediating factors. Finding/Results: The findings indicate that inclusive leadership significantly enhances taking-charge behavior, both directly and indirectly through the mediators of psychological safety and workplace thriving. This underscores the importance of fostering an inclusive environment to promote proactive employee behaviors. Enhancing psychological safety and thriving at work can amplify the positive effects of inclusive leadership on employee proactiveness, with recommendations for future research to explore additional mediators and cultural contexts.

Keywords: Gen Z Workforce; Inclusive Leadership; Psychological Safety; Taking-Charge Behavior; Thriving at Work

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INTRODUCTION

The ever-changing landscape of startup ecosystems in Indonesia has redefined the roles and functions of employees. In an environment characterized by uncertainty, organizations require employees to be more proactive in addressing problems and challenges that can create a competitive advantage, rather than simply fulfilling their job roles. A critical element for organizational survival and personal development in this dynamic context is taking charge behavior. Taking-charge behavior represents employees' proactive initiatives to improve organizational processes, foster personal growth, and drive functional change (Liu et al., 2023; Ngo et al., 2023). These behaviors—such as initiating improvements, preventing problems, innovating, and voicing concerns are critical for organizational adaptability and long-term sustainability. Encouraging such actions has become a strategic priority for modern organizations, as they not only enhance job satisfaction and commitment but also strengthen leadership potential and workplace collaboration (Zeng et al., 2020).

Despite its importance, motivating Indonesian employees particularly Gen Z to engage in risk-taking behaviors remains challenging. Social media amplifies the perceived social cost of mistakes, discouraging experimentation ([Utomo et al., 2021](#)). Additionally, cultural norms such as *Ewuh Pakewuh*, which reflect reluctance to challenge authority, persist among Javanese employees ([Ulfah et al., 2023](#)). These factors create barriers to promoting behaviors that challenge the status quo. Existing literature identifies two primary drivers of taking-charge behavior: individual-level factors (e.g., self-efficacy, responsibility, prosocial motivation) and contextual factors (e.g., organizational support, leadership style, fairness) ([Bakr et al., 2019](#); [Dysvik et al., 2016](#)). While transformational and empowering leadership have been widely studied, inclusive leadership remains underexplored. Unlike other styles, inclusive leadership emphasizes tolerance, impartiality, and recognition of employee contributions, fostering psychological safety and encouraging proactive engagement ([Hirak et al., 2012](#); [Zeng et al., 2020](#)). Motivating Indonesian employees particularly Gen Z to engage in risk-taking behaviors remains challenging. Social media amplifies the perceived social cost of mistakes, discouraging experimentation ([Utomo et al., 2021](#)). Additionally, cultural norms such as *Ewuh Pakewuh*, characterized by reluctance to challenge authority, persist among Javanese employees ([Ulfah et al., 2023](#)). These factors create significant barriers to promoting taking-charge behavior, which inherently involves challenging the status quo.

Prior research identifies two primary determinants of taking-charge behavior: individual and contextual factors. Individual factors include self-efficacy, responsibility, psychological collectivism, psychological privilege, and prosocial motivation ([Zeng et al., 2020](#)). Contextual factors encompass organizational support, social support, leadership style, working conditions, distributive and procedural justice, and perceptions of organizational development practices ([Bakr et al., 2019](#); [Dysvik et al., 2016](#)). While transformational and empowering leadership have been extensively examined for their direct and indirect effects on proactive behavior, inclusive leadership remains underexplored. Unlike these styles, inclusive leadership not only promotes autonomous decision-making but also values employee contributions, acknowledges failures, respects diverse perspectives, and supports growth ([Zeng et al., 2020](#)). Its emphasis on tolerance and impartiality fosters psychological safety, enabling employees to engage more confidently in proactive behaviors ([Hirak et al., 2012](#)).

Because taking-charge behavior entails challenging established norms and may strain interpersonal relationships, it is essential to examine mediating factors between inclusive leadership and such behavior. In the Indonesian context, psychological safety emerges as a critical mediator, given employees', including Gen Z strong preference for workplace harmony and reluctance to confront authority. Empirical evidence indicates that psychological safety enhances individuals' propensity to voice concerns, share ideas, and engage in creative tasks. Moreover, competence and intrinsic motivation constitute essential determinants of proactive behavior. The construction of thriving at work—defined by heightened personal vitality and continuous learning—encompasses the acquisition of knowledge and skills that augment individual capabilities and self-efficacy, while simultaneously engendering vigor and enthusiasm. Such a state of thriving is instrumental in cultivating organizational commitment and reinforcing employees' propensity to assume responsibility ([Niessen et al., 2017](#)).

Adapting [Zeng et al.'s](#) study to the Indonesian context, specifically focusing on Gen Z workers in startups, is essential due to the demographic dividend that Indonesia is experiencing. This phenomenon could support the country's aspirations for economic growth by 2030 and 2045. Indonesian startups play an important role in creating economic value, including creating employment opportunities and fostering competition and innovation. The potential growth of the digital economy to US\$130 billion by 2025 and US\$315 billion by 2030 underscores the importance of this research. Gen Z, which makes up 27.94% of Indonesia's population, will become an increasingly influential workforce ([Utomo et al., 2021](#)). With many Gen Z individuals entering the workforce, understanding their perspectives, values and challenges is critical to enable their development as future leaders. Startups, with their emphasis on digital and technological skills, align well with Gen Z preferences for career development, flexible working conditions, and opportunities for self-improvement. [Zeng et al.'s](#) findings, derived largely from non-Gen Z participants, may not fully reflect the Indonesian context. This study addresses that

gap by examining how inclusive leadership influences taking-charge behavior among Gen Z employees in Indonesian startups, with psychological safety and thriving at work as mediating variables. The analysis draws on self-determination theory (SDT) and social information processing theory to explain the underlying mechanisms.

This study is theoretically distinct from prior research on inclusive leadership and proactive behavior in several important ways. First, it offers a contextual extension by examining inclusive leadership and taking-charge behavior within Indonesian startup ecosystems, which are characterized by high uncertainty, rapid digitalization, strong hierarchical norms, and collectivist cultural values such as *Ewuh Pakewuh*. These contextual features differentiate Indonesian startups from the Western and East Asian settings that dominate existing literature. Second, the study provides a generational perspective by focusing explicitly on Generation Z employees, whose work values, risk perceptions, and responses to leadership differ markedly from previous generations, particularly in environments shaped by social media exposure and heightened sensitivity to psychological safety. Third, the study contributes a theoretical refinement by integrating Self-Determination Theory and Social Information Processing Theory to explain how inclusive leadership simultaneously reduces perceived interpersonal risk (via psychological safety) and enhances motivational resources (via thriving at work), thereby fostering taking-charge behavior. Rather than merely replicating earlier models, this research clarifies the dual psychological mechanisms through which inclusive leadership operates in Gen Z-dominated startup contexts, enriching existing leadership and proactivity theories with culturally and generationally grounded insights.

HYPOTHESES DEVELOPMENT

Inclusive leadership, originally conceptualized by [Nembhard and Edmondson \(2006\)](#), encompasses three fundamental dimensions: leader-member relationships, fairness, and cultural inclusivity. This leadership style is characterized by its emphasis on participatory decision-making, equitable treatment, and respect for diverse perspectives. Unlike traditional hierarchical approaches, inclusive leadership fosters autonomy and psychological empowerment by encouraging employees to contribute ideas and engage in collaborative problem-solving. Furthermore, its tolerance for mistakes and openness to alternative viewpoints creates a climate of trust and mutual respect, which is essential for promoting proactive behaviors in dynamic organizational contexts. Through supportive interactions and transparent communication, inclusive leaders not only enhance individual engagement but also strengthen organizational adaptability, thereby positioning inclusivity as a critical determinant of sustainable performance in contemporary workplaces.

Inclusive leadership remains underexplored in startup ecosystems compared to transformational leadership, which has been widely examined for its impact on performance. Recent disruptions, including the pandemic and rapid technological change, have altered leadership dynamics, necessitating adaptive approaches. Social information processing theory posits that employees shape their behaviors based on interpretations of workplace social cues, with leaders serving as key sources of such information. By fostering tolerance, fairness, respect, and support, inclusive leadership signals that employee contributions and perspectives are valued, thereby increasing their propensity to engage in taking-charge behaviors.

Psychological safety refers to an individual's perception of interpersonal risk within the workplace. It is closely related to feelings of comfort and security at work. When employees are free from concerns about negative consequences associated with taking-charge behavior, they are more likely to express their ideas and be proactive. Conversely, a lack of psychological safety can lead to passive and evasive behaviors. Leadership style plays a critical role in cultivating psychological safety within organizations. Inclusive leadership, characterized by fairness, openness, and support, communicates that employee contributions are valued and respected. This perception significantly reduces interpersonal risk, empowering individuals to voice ideas, challenge norms, and engage in proactive behaviors. By fostering trust and mutual respect, inclusive leadership not only mitigates fear

of negative repercussions but also enhances positive affect, vitality, and a continuous learning mindset, key drivers of innovation and adaptability in dynamic work environments.

Thriving at work involves the interplay between social construction characteristics and job resources within the workplace ([Goh et al., 2022](#); [Sreitzer et al., 2012](#)). Self-determination theory (SDT) posits that inclusive leadership plays a key role in creating social and job resources that promote employees' autonomy, competence, and relatedness, thereby enhancing thriving at work. Inclusive leadership fosters autonomy by encouraging participation in decision-making and respecting employees. It also supports competence through a fault-tolerant environment and resources such as knowledge sharing and emotional support, which are crucial for innovation and growth in startup ecosystems. Additionally, inclusive leadership contributes to relatedness by fostering a fair, respectful, and interactive atmosphere, helping employees develop a sense of belonging and interpersonal relationships.

Individual job resources also impact thriving at work. According to conservation of resources (COR) theory, individuals strive to acquire, preserve, and maintain resources necessary for their responsibilities ([Sungu et al., 2019](#)). In startup ecosystems, an inclusive leadership style that recognizes and values employees' innovative ideas and knowledge fosters a high-quality leader-member exchange and effective feedback, thereby supporting employees in maintaining their job resources. Taking-charge behavior, recognized as a critical dimension of organizational citizenship, plays a pivotal role in driving operational excellence and facilitating organizational transformation ([Chiaburu et al., 2013, 2014](#)).

This study posits that the proactive tendencies of Gen Z employees within startup ecosystems are significantly influenced by inclusive leadership. Such leadership cultivates a psychologically safe climate that empowers individuals to engage in innovative and change-oriented actions. Drawing on social information processing theory and self-determination theory, the proposed framework underscores that inclusive leadership marked by fairness, respect, openness, and support minimizes perceived interpersonal risks and fosters trust. This environment of psychological safety subsequently enables employees to thrive by satisfying fundamental psychological needs for autonomy, competence, and relatedness, thereby reinforcing their capacity for sustained learning, adaptability, and proactive engagement. When employees perceive their work environment as supportive of taking-charge initiatives, they are more likely to engage in proactive behaviors, resulting in significant positive contributions to the organization. Empirical studies have shown that thriving at work positively influences performance, innovation, and creativity, and is associated with change-oriented organizational citizenship behavior ([Li & Liu, 2011](#); [Wallace et al., 2016](#)).

Therefore, referring to the analysis above, this study proposes 4 hypotheses within the context of Gen Z workers in the Indonesian startup ecosystems:

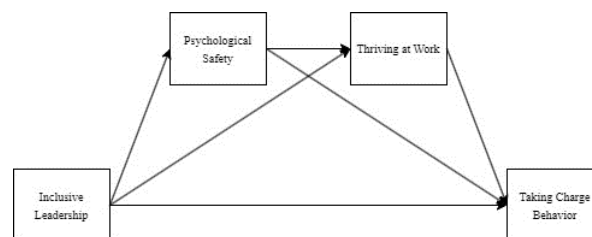


Figure 1: Research Model

- H1. Inclusive leadership positively influences taking-charge behavior in Indonesian startups.
- H2. Psychological safety mediates the link between inclusive leadership and taking-charge behavior.
- H3. Thriving at work mediates the link between inclusive leadership and taking-charge behavior.
- H4. Psychological safety and thriving at work jointly mediate the relationship between inclusive leadership and taking-charge behavior

METHOD, DATA, AND ANALYSIS

This study was conducted across a diverse range of Indonesian startups representing multiple industries, including e-commerce, media technology, food and beverages, beauty, logistics, fintech, and education. These sectors were deliberately chosen to capture the dynamic nature of the startup ecosystem and provide a comprehensive understanding of leadership and employee behavior in varied organizational contexts. By incorporating multiple industries, the research aimed to enhance the generalizability of its findings and reflect the heterogeneity of Indonesia’s growing digital economy. The inclusion of diverse organizational settings also allowed for a richer analysis of contextual factors influencing Gen Z employees’ proactive behaviors.

A total of 210 Gen Z employees participated in the study, following the recommended rule of thumb of ten respondents per indicator for structural equation modeling. Based on the respondent profile, the sample is dominated by employees working in digitally intensive industries such as e-commerce, fintech, media technology, and food and beverage startups. This industry dominance reflects the core structure of Indonesia’s startup ecosystem, where rapid innovation, flat hierarchies, and continuous adaptation are central operational characteristics. Such environments inherently demand higher levels of employee proactiveness and openness to change, making them particularly relevant for examining taking-charge behavior among Gen Z workers. This sample size was considered adequate to ensure statistical power and reliability in hypothesis testing. However, not all responses were retained for analysis, as certain control variables were applied during data screening to maintain data integrity. These exclusions were necessary to eliminate inconsistencies and ensure that the final dataset accurately represented the target population of Gen Z employees working in Indonesian startups. The survey instrument consisted of two main components: demographic information and psychometric measures. Demographic variables included gender, age, educational attainment, organizational industry, and tenure, all of which served as control variables in the analysis. Age was verified by birth year (1997–2012) to confirm Gen Z status, while tenure was self-reported in years. Industry classification was based on participants’ responses, enabling the study to account for sector-specific variations in leadership practices and employee behaviors (Table 1).

Table 1: Respondents Characteristics

Characteristics	Category	Percentage (%)
Sex	Male	75.7
	Female	24.3
Age	Gen Z	98.1
	Not Gen Z	1.9
Level of Education	High School	8.7
	Undergraduate	90.3
	Master’s grad	100%
Industry	E-commerce	76.8
	Fintech	15.7
	Media Technology	3.4
	Education Technology	2.8
	Others	1.3
Organizational tenure	Less than 1 year	9.8
	1-3 years	87.8
	More than 3 years	2.4

The psychometric section comprised 21 items distributed across four constructs, each measured using a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). These constructs included Taking-Charge Behavior (3 items), Inclusive Leadership (9 items), Psychological Safety (4 items), and Thriving at Work (5 items). The items were adapted from established scales to ensure conceptual clarity

and contextual relevance for Indonesian startups. To maintain linguistic and cultural accuracy, the questionnaire was translated from English to Bahasa Indonesia using a trusted platform, followed by expert review to preserve semantic equivalence.

To examine the hypothesized relationships, the study employed a mediation model that explored both direct and indirect effects among variables. Inclusive leadership was designated as the independent variable, taking-charge behavior as the dependent variable, and psychological safety and thriving at work as mediators. This analytical approach was grounded in theoretical frameworks such as Self-Determination Theory and Social Information Processing Theory, which explain how leadership styles influence employee cognition and behavior. By incorporating these mediators, the study aimed to uncover the mechanisms through which inclusive leadership fosters proactive engagement among Gen Z employees. Data analysis was conducted using Structural Equation Modeling (SEM) with Warp-PLS software, chosen for its ability to handle complex models and latent constructs effectively. SEM-PLS is particularly suitable for behavioral research in dynamic organizational settings, as it accommodates non-normal data distributions and small to medium sample sizes. The analysis included assessments of model fit, reliability, and validity, ensuring that the proposed framework met rigorous statistical standards. This methodological rigor enhances the credibility of the findings and supports their applicability to real-world organizational contexts.

RESULTS

The structural model demonstrated strong adequacy based on multiple fit indices and quality criteria. The probabilities for the Average Path Coefficient, Average R-squared, and Average Adjusted R-squared were all below the recommended threshold of 0.05, confirming the statistical significance of the model's predictive relationships. Multicollinearity was not an issue, as Average Block Variance Inflation Factor (VIF) values remained well within acceptable limits, with all scores below 3.3 and none exceeding the upper tolerance of 5. Additionally, the Tenenbaums Goodness-of-Fit (GoF) index surpassed the benchmark of 0.36, indicating a robust overall model fit and suggesting that the proposed framework effectively captures the underlying phenomenon within the Indonesian startup context.

Table 2: Model Fit and Quality Indices

Indicators	Indices	Decisions
Average path coefficient (APC) / Probability (P)	0.337 / <0.001	Acceptable
Average R- squared (ARS) / Probability (P)	0.401 / <0.001	Acceptable
Average adjusted R- squared (AARS) / Probability (P)	0.388 / <0.001	Acceptable
Average block VIF (AVIF)	2.292	Acceptable and Ideal
Tenehaus GoF (GoF)	0.435	Large

Convergent and discriminant validity were assessed to ensure the robustness of the measurement model. Convergent validity was confirmed as all indicator loadings exceeded the threshold of 0.50 with statistically significant p-values (<0.05), indicating that each construct was well represented by its reflective indicators. Discriminant validity was established by verifying that the square root of each construct's Average Variance Extracted (AVE) was greater than its correlations with other constructs, demonstrating adequate distinction among the latent variables. The primary objective of this study was to empirically test the theoretical assumptions outlined in the introduction and identify actionable strategies to encourage taking-charge behavior among Gen Z employees in Indonesian startups. Findings reveal that three hypotheses—H1, H2, and H3—were supported, confirming the significant influence of inclusive leadership on proactive behaviors both directly and through psychological safety and thriving at work. Although H4 was not supported, the analysis shows that each independent

variable exerts a meaningful effect on the dependent variable, with inclusive leadership demonstrating the strongest impact. These results underscore the critical role of leadership style and workplace climate in shaping proactive employee behaviors within dynamic startup environments.

These findings validate the theoretical assumptions derived from Self-Determination Theory and Social Information Processing Theory. They highlight that leadership style and contextual factors are essential drivers of Gen Z employees' willingness to engage in change-oriented behaviors within dynamic startup environments. The results also emphasize the importance of creating psychologically safe workplaces and fostering conditions that enable employees to thrive, as these factors significantly amplify the positive effects of inclusive leadership. Collectively, the evidence suggests that inclusive leadership is not merely a desirable trait but a strategic imperative for startups seeking to cultivate a proactive and resilient workforce capable of navigating uncertainty and driving organizational transformation.

The findings (Table 3) reaffirm the underlying assumptions of this study: each independent latent variable Inclusive Leadership, Psychological Safety, and Thriving at Work—exerts a significant influence on Taking-Charge Behavior. This demonstrates that Gen Z employees' proactive tendencies in Indonesian startups are shaped by both contextual and individual-level factors. Notably, Inclusive Leadership emerges as the most dominant driver, exerting the greatest effect size compared to Psychological Safety and Thriving at Work. This underscores the strategic importance of cultivating an inclusive leadership style as a cornerstone for fostering proactive behaviors and organizational adaptability in dynamic startup environments.

Table 3: Direct, indirect, and total effects

Direct effect	Effect size	P-value
IL --> TCB	0.167	0.002
Indirect effect	Effect size	P-value
<u>IL-->PS-->TCB</u>	0.113 (total)	0.026 (total)
<u>IL-->TW-->TCB</u>		
IL-->PS-->TW	0.040	0.120
<u>-->TCB</u>		
IL-->TCB	0.320	<0.001
PS-->TCB	0.157	0.002
TW-->TCB	0.176	0.001
IL-->PS	0.429	<0.001
IL-->TW	0.263	<0.001
PS-->TW	0.195	<0.001

DISCUSSION

The results of the study also ratify the social information processing theory that argues individuals pick up corresponding behaviors through their cognitive interpretation on social circumstances, and leaders are basically the deputation of main social information source in the workplace. In this sense, Indonesian startup Gen Z workers recognize their willingness to embrace the taking-charge behaviors to be predisposed by their cognitive interpretation on how inclusive their leaders are.

Also, realize that not only Taking Charge Behavior, but Psychological Safety and Thrive at Work also seems to be affected significantly by Inclusive Leadership. These results signify the effectiveness of Inclusive Leadership within the Indonesian startup ecosystems to foster the worker's taking-charge behavior through the promotion of psychologically safe work environment and establishment of corresponding social construction characteristics and job resources in the workplace that could promote employee's autonomy, competence, and relatedness, consequently promoting thriving at work. As how Inclusive Leadership has the largest effect size towards Psychological Safety, it seems that certain

leadership style, such as inclusive leadership has the merits to promote psychologically safe work environment for the Indonesian startup Gen Z workers to better engage in taking-charge behavior.

This study dissects the idea of practicing inclusive leadership within startup ecosystems in Indonesia to foster the Gen Z workers' psychological safety, thriving at work, and taking-charge behaviors. The first practical implication of this study would come from the side of leaderships, the supervisors, managers, and leaders in the Indonesia's startup ecosystems should be more amiable, accessible, fault-tolerant to some extent, open-minded, aware, and concerned of the subordinates' needs, etc. Support and adequate job resources are mandatory and made available through inclusive leadership programs, such as supervisory mentoring that could serve as a function of career and psychosocial support for the subordinates. Healthy mentoring relationships between subordinates and supervisors help the employees to cope with the uncertainty and ever-changing landscape of work environments, especially in the realm of startups.

Second, supervisors, managers, and leaders need to be aware of how their leadership's style influence the organizational and social climate within the workplace, therefore establishing an inclusive and caring climate to heighten the employees' psychological safety is necessary. This will later help to bolster the employees' engagement with certain taking-charge behaviors, and training opportunities as well as supportive resources shall be procured to increase their capability to take-charge. Pertinent discretion within workplace that encourages employees to innovate, speak up, and learn; unusual ways of solving problems should be implemented; and mistakes measures and indicators should be adopted in the newer employee's performance assessment systems.

Lastly, it carries out a comprehensive assessment of the organization's current leadership qualities and capabilities to understand the gaps in the present leadership structure and style. Higher-ups of the organization should notice that inclusive leadership style might be the answer to actualizing their strategic goals, thus inclusive leadership training for the supervisors, managers, and leaders is necessary to comprehend its importance and difficulty. In specific, we expect these startup leaders in Indonesia to try and understand the Gen Z's values, behavioral instance, viewpoints, work principles, and so on, to help them build an inclusive mindset. Of course, this can be done through the mentoring relationship that has been mentioned and explained above, the sheer amount of interaction between subordinates and supervisors would hopefully enhance their social and deep connections, thus allowing them to mutually learn something from each other.

CONCLUSION

This study investigates the relationship between inclusive leadership and taking-charge behavior among Gen Z employees in Indonesian startups, emphasizing the mediating roles of psychological safety and thriving at work. Drawing inspiration from [Zeng et al.'s](#) research in China, this study addresses a critical gap by contextualizing these dynamics within Indonesia's rapidly evolving startup ecosystem. The findings offer actionable insights for practitioners and scholars, highlighting how inclusive leadership fosters a psychologically safe environment and promotes employee vitality and continuous learning. These factors collectively enhance proactive behaviors essential for organizational adaptability and innovation. By integrating Self-Determination Theory and Social Information Processing Theory, the study provides a robust theoretical framework that explains how leadership styles shape employee cognition and engagement in dynamic, high-growth settings.

It's a common trend for the industry, especially millennials and older generations to blindly excoriate their fellow Gen Z's colleagues by stereotyping and thoughtlessly labeling them as lazy and unreliable workers. The substantive desires of Indonesian Gen Z workers tend to be misunderstood by their fellow older colleagues, including supervisors, managers, and leaders. Beyond salary and allowance expectation, Indonesian Gen Z workers appreciate supportive working environment, chances for career advancement, and alignment of values more than we thought. The high interest of Indonesian Gen Z workers on career growth and conducive work environment seems to align with their cognition of the significance of self-improvement and mental health. Therefore, altering their preferences and priorities regarding career decisions and approaches.

This study goes to show that these high interests of Indonesian Gen Z workers regarding career decisions and approaches can be fulfilled through the dynamics of inclusive leadership, psychological safety, thrive at work, and taking-charge behavior. Of course, the ineffective communication within workplace might also be one of the main reasons for the discrepancy between complaints about Gen Z workers and what they value and nurture in the workplace, therefore fostering effective communication to help their Gen Z workers understand and fully conceive the established norms and organizational culture seems to be necessary.

Ultimately, this study has contributed to different aspects of understanding, including the interconnection of SDT and social information processing theory upon its relevance towards the mechanism and dynamics of inclusive leadership, psychological safety, thriving at work, and taking-charge behavior within the context of Gen Z workers in Indonesian startup ecosystems. Other than that, this study finds that psychologically safe work environment and thrive at work as two of the contextual factors that affects employee's taking charge-behavior to be prominent and significant in promoting Indonesian Gen Z workers' eagerness to partake in taking-charge. Lastly, this study has also shown its potential research value in pushing and encouraging Indonesian organizations within industries, especially startups that employed a lot of Gen Z workers to start adopting inclusive leadership so that taking-charge behaviors culture can be the new norm for the next generational workers in Indonesia, thus allowing its 2030 and 2045's golden vision to be actualize.

Despite all the contributions that this study has given, there are still a few limitations and future research directions that should be discussed. First, some of the research instruments, including research scales by [Carmeli, Reiter-Palmon, & Liv \(2010\)](#), and [Porath, Spreitzer, Gibson, & Garnett \(2012\)](#) have been modified to be contextualized for Gen Z workers in Indonesia. However, the time limitation of this study forces us to even severe the modification process by changing the data collection procedure, for example the 3-items of taking-charge behavior are supposedly addressed to the direct supervisors of the Gen Z workers. Yet, we did not address those 3-items of taking-charge behavior to the direct supervisor or manager, instead requiring the research participants (if they have no subordinates) to suspect on how their direct supervisor would evaluate their taking-charge behavior. This might in fact have severed and skewed the actual desired outcomes of the study because of the unavoidable biases from the research participants themselves. So, future research should collect the respondent's data at two time points for different subsets of population (subordinates and supervisors) to reduce the risk of transient response biases and common method biases.

Second, the control variables within the research instrument can be a lot more specific, for instance the startups' industry can be more specified, if necessary, the age of the respondents can be specified into range, and add cultural background as one of the control variables to better understand each participant cultural upbringing that might influence their working values, behavior, principles, tendency, etc.

Third, explore more of the taking-charge behavior's antecedents, as this study mostly only delves into the leadership perspective. Keep in mind that taking-charge behavior's antecedents are consisted of contextual factor (e.g., organizational climate, leadership, relationships within workplace, etc.) and individual-level factor (e.g., personality traits, cognitive abilities, sense of autonomy, personal mastery, etc.). Employee's taking-charge behavior is most likely to be influenced by both factors.

Fourth, future research shall examine the impacts and outcome of taking-charge behavior itself. Past and present literature tend to focus more on understanding the antecedents of employee's proactiveness behavior and other corresponding variables. Nevertheless, less attention has been given to the positive and negative effects of taking-charge behavior. For instance, taking-charge behavior may affect employee's work-life balance negatively. Other than that, taking-charge behavior significance towards the team and organization circumstances can also be explored more.

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