

## Inclusive leadership and innovative work behavior in Generation Z employees: Mediating role of job crafting

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### ABSTRACT

The adaptability of Generation Z to technological advances and an ever-changing work environment has made Generation Z dominant in the global job market, such as in the e-commerce sector. This study aims to analyze the impact of inclusive leadership on innovative work behavior among Generation Z employees, considering the mediating role of job crafting. This study uses a quantitative methodology with path analysis to examine the correlations among the constructs in the research framework. Data were collected through a survey of 376 Generation Z employees working at Shopee International Indonesia Company. Analytical procedures were conducted using Smart PLS version 4 to facilitate a comprehensive evaluation of direct and indirect relationships within the research model. The results indicate that inclusive leadership has a positive impact on innovative work behavior and job crafting. Additionally, job crafting not only contributes positively to innovative work behavior but also acts as a mediating variable in the relationship between inclusive leadership and innovative work behavior. This study expands existing understanding of inclusive leadership and innovative work behavior, and provides practical insights for practitioners to create more inclusive environments that support innovative work behavior.

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### 1. Introduction

The rapid enhancement of technology in the era of worldwideization has created an increasingly dynamic and complex work atmosphere. These changes shape the character and expectations of each generation differently (Nguyen & Petchsawang, 2024). Generation Z, born in the midst of 1995-2012, has unique characteristics such as high-tech skills, expectations of an inclusive work atmosphere, and a passion for innovation (Dimock, 2019; Lev, 2021). It is projected that by the year 2025, Generation Z will constitute approximately 27% of the worldwide workforce (Perilus, 2020). Having been raised amidst a digitally saturated atmosphere, members of this cohort exhibit heightened creativity, adaptability, and proactive engagement in leveraging technological advancements (Hanifah, 2023).

Generation Z's characteristics make them a key driver of innovation in a rapidly evolving work atmosphere. by their high-tech skills and strong social values, they are expected to create an inclusive work culture and improve team collaboration (Schroth, 2019; Sakitri, 2021). According to Stahl (2019), as many as 80% of Generation Z employees consider learning by failure an crucial part of self-enhancement and innovation. This attitude makes them more open to the exploration of new ideas, that can help companies face challenges in the worldwide market (Rasulong et al., 2024).

Inside of the context of an increasingly competitive business landscape, innovative work behavior emerges as a critical determinant in sustaining organizational excellence. This behavioral dimension empowers personals to identify, cultivate, and execute novel ideas that contribute substantively to the organization's overall success (Anam et al., 2023; Dayanti, 2024). Innovation is also a key strategy in improving organizational responsiveness and serves as a origin of competitive strength in the enhancement of items, services, and business procedures (Lee et al., 2021). However, nationally, Indonesia still faces challenges in terms of innovation. Based on the 2021 worldwide Innovation Index, Indonesia is ranked 87th in innovation input and 82nd in innovation output, lagging behind neighboring countries such as Malaysia and Thailand (Shanker et al., 2017). Shopee, as one of the largest e-commerce platforms in Southeast Asia, continues to develop innovative ways to maintain its competitiveness, such as ShopeePay, Flash Sale, and live streaming features (Asih, 2024). Nonetheless, the ongoing process of innovation is fundamentally dependent on employees' ability to adapt and respond unresponsively to dynamic market conditions. Consequently, fostering innovative work behaviors in the midst of staff members constitutes a critical determinant for maintaining Shopee's competitive edge and long-term business sustainability (Liu et al., 2020).

To encourage innovative work behavior, organizations must create an inclusive work atmosphere. Inclusive leadership is one approach that can increase employee involvement in decision-making, create space for idea exploration, and give support for innovation (Masood & Afsar, 2017). Inclusive leaders not only give employees the freedom to develop their ideas, but also build a work atmosphere conducive to creativity and collaboration (Shanker et al., 2017; AlEsa & Durugbo, 2022). Numerous empirical investigations belong employed that inclusive leadership exerts a beneficial impact on employees' innovative work behavior, an impact that can manifest both directly as well as indirectly via intermediary mechanisms, including but not limited to job crafting (Mansoor et al., 2021; Korkmaz et al., 2022).

Beyond the impact of inclusive leadership, job crafting emerges as a significant factor in fostering innovative behavior, functioning as a proactive strategy whereby employees responsively modify and reshape their job assignments and interpersonal work relationships to align more closely by their personal skills, choices, and interests (Kim et al., 2018). Employees who responsively participate in job crafting typically exhibit heightened motivation, elevated stages of work engagement, and demonstrate bigger innovativeness in executing their duties (Afsar et al., 2019; Ranihusna et al., 2022). Furthermore, inclusive leadership serves as a critical enabler in this dynamic by nurturing a workplace atmosphere that empowers employees to tailor their roles, thereby enhancing the meaningfulness and complexity of their work assignments (Çelik, 2024).

Prior research signifys that inclusive leadership does not invariably exert a direct impact on innovative work behavior. Rather, several studies suggest that its impact on innovation is often potentiated through the mediating role of job crafting (Javed et al., 2018; Javed et al., 2019). Despite the developing body of research on leadership and innovation, there remains a notable scarcity of studies that explicitly Interpret the dynamics of this relationship inside of the specific demographic of Generation Z employees, particularly those operating in the e-commerce business. Consequently, the present research seeks to examine the extent to that

inclusive leadership impacts the innovative work behaviors exhibited by Generation Z employees, by a particular concentrate on the mediating role of job crafting in this process.

In light of this context, the present research seeks to head four fundamental inquiries. The first question Interprets whether inclusive leadership exerts a substantial and positive impact on innovative work behavior in the midst of Generation Z. The second question explores the extent to that inclusive leadership fosters job crafting behaviors. The third question examines the role of job crafting in enhancing innovative work behavior. Lastly, the research inquires whether job crafting mediates the relationship in the midst of inclusive leadership and innovative work behavior. This study aims to provide both academic and practical contributions toward the enhancement of more effective leadership strategies that can foster greater innovation in the employment place.

## **2. Literature Review and Hypothesis Development**

### **2.1. Literature Review**

#### **2.1.1. Innovative Work Behavior**

Innovative work behavior reflects employees' ability to create new ideas that simplify work processes, implement new features, and improve collaboration. This suggests that innovative work behavior includes not only the creation of ideas, but also the application and utilization those ideas (Jain, 2023). Liu et al. (2023) assert that the scope of innovative work behavior is broader than creativity, as it involves the entire process from development to promotion of ideas in an organizational context. According to De Jong and Den Hartog (2010), delineate four fundamental dimensions of innovative work behavior: The first being idea generation, wherein personals conceive novel solutions that can enhance organizational aftermaths. The second, idea exploration, that encompasses the critical evaluation and refinement of these ideas. The third, idea championing, a stage in that employees responsively advocate for innovation, mobilizing support by relevant stakeholders. Lastly, idea implementation, a phase in that new ideas are rigorously tested and integrated into the operational framework, ultimately contributing to the organization's work system. Numerous factors contribute to the fostering of innovative behavior, including leadership styles, assignment design, personal traits, social dynamics, and the broader organizational context (AlEssa & Durugbo, 2022). Consequently, innovative work behavior is not solely contingent upon the personal's intrinsic capabilities but innovative work behavior is equally impacted and reinforced by an organizational atmosphere that facilitates and nurtures creativity and innovation.

#### **2.1.2. Inclusive Leadership**

Inclusive leadership fosters a psychologically secure work atmosphere in employees are not only made to feel appreciated and supported, but are also encouraged to freely articulate their ideas and perspectives (Randel et al., 2018). Furthermore, inclusive leaders perform a crucial role in enhancing employee engagement, advancing perceptions of fairness, and promoting collaborative decision-making procedures inside of the organization (Bortini et al., 2018). According to Al-Atwi and Al-Hassani (2021), inclusive leadership encompasses five fundamental dimensions, supporting group members, ensuring justice and equity, shares decision making, encouraging diverse contributions, and helping group members fully contribute. Leaders who unresponsively implement these ways are capable of nurturing a heightened sense of ownership and loyalty in the midst of employees, thereby reinforcing a culture of innovation inside of the organization. In the context of the rapidly evolving digital era, inclusive leadership emerges as a critical base in establishing a dynamic and adaptive organizational

atmosphere, where every employee is motivated and empowered to add in innovative practices (Karimi & Khawaja, 2024).

### **2.1.3. Job Crafting**

Employees often engage in job crafting without completely restructuring their tasks, workplace relationships, or overall job roles. Instead, they demonstrate job crafting behaviors through actions such as developing new skills and granting themselves greater autonomy (Niessen et al., 2016; Petrou et al., 2018). Empirical research has employed that engaging in job crafting not only leads to improvements in performance but also helps reduce uncertainty and fosters bigger well-being in the midst of employees (Zeng et al., 2020). Moreover, this behavior performs a crucial role in stimulating creativity and innovation inside of organizations, while simultaneously boosting job satisfaction and reinforcing the alignment in the midst of employees and their roles (Demerouti et al., 2015; Hakanen et al., 2017). As outlined by Tims et al. (2013), job crafting encompasses four key dimensions, that increasing structural job resources, decreasing hindering job demands, increasing social resources, and increasing challenging job demands. Employees' who actively engage in job crafting processes experience increased autonomy and adaptability in tailoring their employment roles to enhance meaningfulness. This process not only enhances their motivation but also cultivates a stronger orientation towards both personal and professional development, leading to more profound growth in these areas (Van Wingerden & Poell, 2017).

## **2.2. Hypothesis Development**

### **2.2.1. The Positive Effect of Inclusive Leadership on Innovative Work Behavior**

Inclusive leadership provides space for employees to express opinions freely, encourages diverse contributions, and increases involvement in the development of work resources (Randel et al., 2018). A good relationship between leaders and subordinates, supported by a supportive organizational environment, has been shown to enhance creativity, while a lack of support inhibits employees' innovative potential (Akgunduz et al., 2018; Mansoor et al., 2021). According to Leader-Member Exchange (LMX) theory, inclusive leadership cultivates a supportive and transparent workplace climate, where employees feel empowered to propose and act on innovative ideas without the risk of negative consequences (Choi et al., 2017; Mansoor et al., 2021). Empirical research has consistently employed that this type of leadership support significantly enhances employees' innovative behaviors across a variety of organizational contexts (Javed et al., 2018; Bannay et al., 2020). Consequently, inclusive leaders performs a direct and substantial role in the cultivation of an innovative work atmosphere, doing as a catalyst for fostering creativity and novel contributions. **H<sub>1</sub>: Inclusive Leadership Has a Positive Effect on Innovative Work Behavior.**

### **2.2.2. The Positive Effect of Inclusive Leadership on Job Crafting**

Inclusive leaders responsively promote employee involvement in decision-making procedures and provide the flexibility necessary for personals to tailor their work in accordance by their unique requires and choices (Fang et al., 2019). Through the cultivation of a work atmosphere that is underpinned by principles of fairness and steadfast support, these leaders effectively instill a profound sense of confidence and intrinsic motivation within their employees, thus encouraging them to responsively add in job crafting behaviors. This supportive atmosphere not only enhances employees' sense of security but also serves as a catalyst for their proactive efforts to shape and

redefine their roles within the organization (Wang et al., 2019). In essence, inclusive leadership serves as a fundamental catalyst, enabling employees to unresponsively optimize and redefine their roles inside of the organization. **H<sub>2</sub>: Inclusive Leadership Has a Positive Effect on Job Crafting.**

### 2.2.3. The Positive Effect of Job Crafting on Innovative Work Behavior

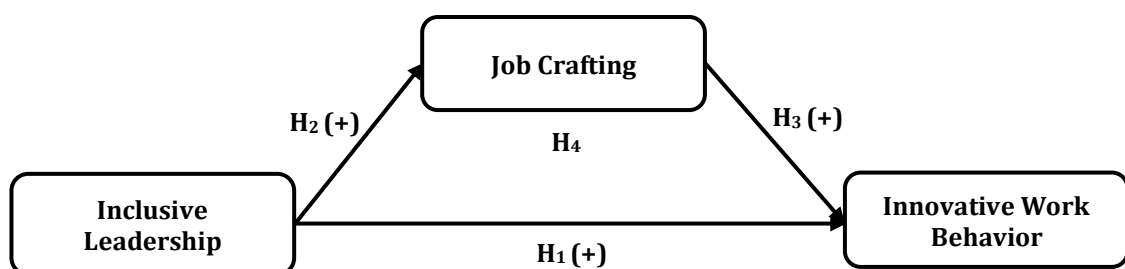
Job crafting has a crucial role in fostering innovative work behavior by offering employees the autonomy to tailor their roles in a manner that more closely aligns with their distinct skills, personal aspirations, and long-term professional objectives. This process not only enables personals to take ownership of their work but also creates an atmosphere that encourages bigger creativity and the generation of innovative ideas, ultimately driving organizational progress and development (Khan et al., 2020). When employees belong the flexibility to redesign their jobs, they tend to be more motivated, creative, and open to the exploration of new ideas (Afsar et al., 2019; Setoodegan et al., 2019). Job crafting also allows employees to seek additional reorigins, reduce work barriers, and increase work challenges, that in turn strengthens their innovative behavior (Villajos et al., 2019). Thus, job crafting contributes to the improvement of innovative performance in organizations. **H<sub>3</sub>: Job Crafting Has a Positive Effect on Innovative Work Behavior.**

### 2.2.4. The Mediating Role of Job Crafting on The Effect of Inclusive Leadership on Innovative Work Behavior

While inclusive leadership may not always exert a direct impact on innovative work behavior, its impact be able to be mediated through the process of job crafting, as evidenced by previous research (Javed et al., 2018; Javed et al., 2019). Inclusive leaders provide essential social support and reorigins, that empower employees to tailor their assignments and responsibilities, thereby enhancing their autonomy and facilitating the generation of novel and more innovative ideas (Guo et al., 2023). Through the process of job crafting, employees are granted bigger empowerment to explore, develop, and implement innovative solutions inside of the workplace, thereby reinforcing the connection in the midst of inclusive leadership and enhanced innovative work behavior (Demerouti et al., 2015). Consequently, job crafting serves as a crucial mediator, facilitating the link in the midst of inclusive leadership and the amplification of innovative work behavior. **H<sub>4</sub>: Job Crafting Mediates the Effect of Inclusive Leadership and Innovative Work Behavior.**

## 2.3. Research Framework

This research employees job crafting as a mediating mechanism to elucidate the manner in that inclusive leadership impacts innovative work behavior. Figure 1 explains the relationship between the three variables in this study.



**Figure 1. Research Framework**



### 3. Research Method

#### 3.1. Population and Sampling Method

This research employs a quantitative methodological frame employment, facilitating the examination of relationships in the midst of measured variables in the absence of experimental manipulation, thereby providing a more nuanced comprehension of the dynamics underlying these intervariable interactions. The research involved a sample of 376 Generation Z employees by Shopee International Indonesia Company, specifically drawn by the business development and marketing divisions. Consequently, a convenience sampling method was utilized to select participants for the research.

#### 3.2. Data Collecting Method

Data collection for this research was conducted through the completion of a questionnaire and distributed via a Google Form. The questionnaire included a series of questions designed as indicators for each of the variables under investigation. Each item inside of the questionnaire was rated by respondents on a Likert scale 1 to 5, letting for a nuanced assessment of their responses. The researchers developed the assessment instruments by formulating operational definitions, that were meticulously derived by and aligned by relevant theoretical frameworks. The variable of innovative work behavior was assessed utilizing a set of 16 questions original by the research by De Jong and Den Hartog (2010). Similarly, the inclusive leadership variable was evaluated through 20 questions adapted by the work of Al-Atwi and Al-Hassani (2021), while the job crafting variable was measured by the aid of 16 questions based on the research conducted by Tims et al. (2013).

#### 3.3. Data Analysis Method

##### 3.3.1. Validity and Reliability Test

The validity of the research instrument is determined by evaluating the outer loadings of each indicator, by values exceeding 0.7 signifying that the respective indicators possess a satisfactory stage of validity, thereby confirming the appropriateness of the assessment tools employed in the research (Hair et al., 2021). Reliability is deemed acceptable when both Cronbach's alpha and composite reliability coefficients exceed the threshold of 0.7, finding a robust stage of internal consistency inside of the assessment instruments (Hair et al., 2021).

##### 3.3.2. Hypothesis Test

Hypothesis testing is subsequently performed by analyzing the T-statistics value, that must exceed 1.96 to confirm statistical significance, alongside the p-value, that should be below 0.05, thereby affirming the validity of the hypotheses under consideration (Hair et al., 2021). The analyses were performed to evaluate not only the direct impact exerted by the independent variable on the dependent variable but also to examine the effect of the independent variable on the mediating variable, the subsequent influence of the mediator on the dependent variable, as well as the indirect effect of the independent variable on the dependent variable mediated through the intervening variable.

### 4. Result and Discussion

#### 4.1. Characteristics of Respondents

Based on age, all respondents are in the range of 22-27 years old, included in the early adulthood category (Hurlock, 2010). From the data collected, it's expected to provide a picture of the sample from this research. Respondents were categorized based level of education, division, and length of work. More detailed data are presented in Table 1.

**Table 1. Characteristics of Respondent**

Classification	Description	Frequency	
		Total	Percentage
Level of Education	Bachelor	369	98.1%
	Master	7	1.9%
Division	Business Development	200	53.2%
	Marketing	176	46.8%
Length of Work	Early Career Stage	323	85.9%
	Middle Career Stage	52	14.1%

Regarding the respondents' educational qualifications, a significant majority, specifically 369 personals, representing 98.1% of the total sample, possess an undergraduate degree, highlighting the predominance of this level of academic achievement within the group, while 7 people (1.9%) belong studied up to Master. Regarding tenure, all respondents were in the early career stage (1-2 years) and middle career stage (3-10 years), by the majority of 323 people (85.9%) in the early career stage, while 53 people (14.1%) were in the middle stage (Kaur & Sandhu, 2010).

In terms of division, the employees who participated in this study were distributed across two primary functional areas. A total of 200 people (53.2%) work in the business development division, that performs a role in business strategy and market expansion, while 176 people (46.8%) are in the marketing division, that concentrates on promotion and brand enhancement. This composition reflects the organizational dynamics at Shopee International Indonesia Company, where the majority of Generation Z employees work in fields that demand high creativity and innovation to support the company's growth.

#### 4.2. Validity Test

This investigation rigorously assessed the validity of the measurement indicators corresponding to the three principal constructs: Innovative work behavior, inclusive leadership, and job crafting. The results in Table 2 demonstrate the outer loadings for each individual questionnaire item surpassed the acceptable threshold value of 0.7, thereby confirming their adequacy. This confirms that all 31 indicators satisfied the established criteria for validity, by outer loadings greater than 0.7, thereby affirming the validity of the indicator items. The detailed outcomes of the validity assessment are outlined in Table 2.

**Table 2. Validity Test**

Item Indicator	Innovative Work Behavior (IWB)	Inclusive Leadership (IL)	Job Crafting (JC)
IWB1	0.987		
IWB3	0.948		
IWB4	0.987		
IWB6	0.998		
IWB7	0.988		
IWB9	0.965		
IWB11	0.966		
IWB13	0.992		
IWB15	0.993		
IL2		0.919	
IL4		0.761	
IL5		0.917	
IL8		0.784	
IL9		0.993	
IL11		0.993	

Item Indicator	Innovative Work Behavior (IWB)	Inclusive Leadership (IL)	Job Crafting (JC)
IL13		0.711	
IL15		0.928	
IL17		0.997	
IL18		0.996	
IL20		0.996	
JC1			0.934
JC2			0.965
JC3			0.968
JC4			0.967
JC5			0.966
JC6			0.975
JC7			0.986
JC10			0.985
JC12			0.986
JC14			0.991
JC15			0.991

#### 4.3. Reliability Test

Table 3 presents the aftermaths of the reliability testing, that demonstrate that the assessment instruments for all three variables exhibit Cronbach's alpha values exceeding 0.7, along by composite reliability scores bigger than 0.7, thereby confirming the internal consistency and robustness of the instruments employed (Hair et al., 2021).

**Table 3. Reliability Test**

Variable	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)
Inclusive Leadership	0.986	0.987	0.989	0.948
Innovative Work Behavior	0.994	0.994	0.996	0.983
Job Crafting	0.993	0.993	0.995	0.979

#### 4.4. Hypothesis Test

The aftermaths of the hypothesis testing find out that all relationships in the midst of the variables in this research exhibit statistically significant impacts, as evidenced by p-values consistently below the threshold of 0.05. Inclusive leadership exerts a positive impact on innovative work behavior. Inclusive leadership has a positive impact on job crafting. Job crafting exerts a positive impact on innovative work behavior. Inclusive leadership indirectly impacts innovative work behavior through job crafting. Consequently, the mediation impact inside of this research is employed to be both positive, thereby confirming that job crafting performs a crucial role in strengthening the relationship in the midst of inclusive leadership and innovative work behavior. As a aftermath, all hypotheses proposed in this research are empirically validated, by the aftermaths derived by the hypothesis test aftermaths presented in Table 4.

**Table 4. Hypothesis Test**

Hypothesis	Original Sample	Sample Mean	T Statistics	P Value
Inclusive Leadership → Innovative Work Behavior	0.243	0.241	3.496	0.000
Inclusive Leadership → Job Crafting	0.314	0.309	4.471	0.000
Job Crafting → Innovative Work	0.199	0.194	2.875	0.004



Hypothesis	Original Sample	Sample Mean	T Statistics	P Value
Behavior Inclusive Leadership → Job Crafting → Innovative Work Behavior	0.062	0.061	2.281	0.023

## 4.5. Discussion

### 4.5.1. The Effect of Inclusive Leadership on Innovative Work Behavior

The aftermaths find out that inclusive leaders exerts a positive impact on innovative work behavior. Characterized by openness, responsive involvement, and a deep respect for diversity, inclusive leadership fosters an atmosphere that motivates employees to add in more creative and innovative endeavors inside of the workplace (Ng & Parry, 2016). Furthermore, Generation Z demonstrates a marked preference for leaders who exhibit flexibility and provide support, as opposed to those who adopt more authoritarian leadership styles (Lev, 2021). Trust-based inclusive leadership enables employees to be more responsive in generating and executing innovative ideas (Raineri et al., 2016). This signifys that inclusive leadership is not the only factor that impacts innovative work behavior. Several prior studies belong signifyd that inclusive leaders does not invariably exert a direct impact on innovative work behavior. Rather, its impact is often contingent upon the presence of other influencing factors (AlMunthiri et al., 2024). Additionally, other research has employed that while inclusive leadership can establish a secure atmosphere that enables employees to freely express their views, this does not necessarily translate into a heightened encouragement of innovation (Sürücü et al., 2023). Consequently, while inclusive leadership is unresponsive in fostering a safe space for employees' to give their opinions and add in open participation, there may be other, more decisive factors that perform a critical role in driving employee engagement in innovative work behaviors.

### 4.5.2. The Effect of Inclusive Leadership on Job Crafting

The analysis aftermaths demonstrate that inclusive leadership exerts a positive impact on job crafting. By facilitating opportunities for employees to contribute and fostering a supportive organizational atmosphere, inclusive leadership serves as a catalyst for enhancing the overall quality of employee work performance (Zhang & Parker, 2019). To overcome this, leaders who apply job crafting in their leadership assignments can inspire employees to more responsively adapt their work to personal requires and choices (Xin et al., 2024) such as regular team discussions can help employees build more flexible work patterns (Arafat et al., 2023). Although job crafting is generally spontaneous, the role of leaders in having a supportive atmosphere is critical to encourage this behavior on an ongoing basis (Jaleel & Sarmad, 2024).

### 4.5.3. The Effect of Job Crafting on Innovative Work Behavior

Job crafting is found to belong a positive impact on innovative work behavior, by the stage of job crafting directly correlating to the extent of innovation generated by Generation Z employees. The bigger the scope of job crafting, the bigger the potential for innovation (Nathaniel & Dewi, 2024). However, despite this positive relationship, the impact exerted by job crafting is not sufficiently robust to induce substantial changes in the work patterns of employees. To increase innovation, companies can implement such as innovation competitions and awards to encourage employee creativity (Bavik et al., 2017). In addition, increasing job reorigins can help employees adapt and achieve work goals, especially in atmospheres by high job demands (Mulyati et al., 2019).

#### **4.5.4. Job Crafting as a Mediator on The Effect of Inclusive Leadership and Innovative Work Behavior**

The analysis shows that job crafting acts as a partial mediator in the relationship between inclusive leadership and innovative work behavior. Although job crafting contributed to explaining the relationship, the direct effect of inclusive behavior on innovative work behavior remained significant, indicating that the mediation was partial. Inclusive leaders foster job crafting by having a flexible work atmosphere and recommendation support that enables employees to tailor their assignments and responsibilities to better align by their personal strengths and choices (Kim et al., 2018). The role of job crafting as a mediator remains somewhat constrained in fully elucidating the relationship in the midst of inclusive leadership and innovative work behavior (Korkmaz et al., 2022). Consequently, it is imperative to conduct further investigation into additional factors that may serve to amplify and enhance the impact of inclusive leadership on fostering innovation inside of the workplace. Job crafting has the potential to elevate employees' positive emotional states and enhance their available resources, thereby providing crucial support for the cultivation of innovative behaviors in the workplace (Bavik et al., 2017). In this context, employees' proactive involvement in job crafting, as a direct response to inclusive leadership, significantly contributes to fostering bigger innovation inside of organizations, particularly in the midst of Generation Z employees (Afsar et al., 2019).

## **5. Conclusion**

This research finds out that inclusive leadership has a positive impact on innovative work behavior in Generation Z employees, although the impact is relatively weak, suggesting that other factors perform a bigger role in workplace innovation. In addition, inclusive leadership also beneficially impacts job crafting by having a supportive work atmosphere, although the impact is still in the moderate category. Job crafting itself was found to contribute to work behavior innovation, but its impact was also relatively weak, finding out that workplace innovation does not only depend on personal initiative in customizing their work. Furthermore, job crafting acts as a mediator in the relationship in the midst of inclusive leadership and innovative work behavior, but its impact is still limited. Thus, inclusive leadership remains a crucial factor in having a supportive and innovative work atmosphere, but requires to be balanced by other ways to strengthen its impact on innovation. By a methodological perspective, this research has limitations in subject coverage that only includes Generation Z at Shopee International Indonesia Company, so it cannot be generalized to the entire working population. Future research is recommended to explore other factors that can strengthen the relationship in the midst of inclusive leadership, job crafting, and innovative work behavior, as well as compare intergenerational responses to this leadership model. Practically speaking, employees require to be more responsive in utilizing inclusive work atmospheres to increase innovation and customize their work to be more meaningful, while employers should encourage diversity of ideas, give trust, and flexibility in work to facilitate job crafting. Organizations also belong a role to perform in developing policies that support inclusive leadership, providing space for employees to adapt their roles, and organizing innovation programs to strengthen a creative work culture and adaptive.

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