

The Impact of Mentoring and Work Motivation on the Proactivity of Generation Z Employees in Jakarta with Leadership Style as a Moderating Variable

Aris Muhamad Syukur¹, Daniel Pungkas Prastia Wibowo², Osly Usman³

^{1,2,3} Magister of Management Program, Faculty of Economics, Universitas Negeri Jakarta.
Email: arismsyukur@gmail.com

ARTICLE HISTORY

Received: June 29, 2025
Revised: August 13, 2025
Accepted: August 22, 2025

DOI

<https://doi.org/10.52970/grdis.v5i4.1466>

ABSTRACT

This study examines the impact of mentoring and work motivation on the proactivity of Generation Z employees in Jakarta, with leadership style as a moderating variable. Using a sample of 100 employees and analysis through Partial Least Squares–Structural Equation Modeling (PLS-SEM), the findings reveal that work motivation strongly and positively influences proactivity. Mentoring also demonstrates a positive effect. Interestingly, leadership style significantly strengthens the effect of mentoring, but does not moderate the relationship between work motivation and proactivity. These findings suggest that, to enhance the proactivity of Generation Z employees, organizations should focus on improving intrinsic motivation, optimizing mentoring programs, and implementing a supportive leadership style.

Keywords: Generation Z, Proactivity, Mentoring, Work Motivation, Leadership Style.

I. Introduction

The dynamic changes in today's work environment demand that every organization have employees who are not only technically skilled but also capable of demonstrating proactive behavior. In major metropolitan areas such as Jakarta, intense business competition makes the need for adaptive human resources increasingly critical. Generation Z employees, born between 1997 and 2012, possess unique characteristics that align with these demands. Having grown up in the digital era, they tend to adapt quickly to technology, value flexibility, and seek meaningful work. These traits make them valuable assets but also require a distinct management approach. Proactivity, defined as initiative-taking, anticipatory behavior, and a focus on positive change, is key for Generation Z to thrive in the modern workplace (Zhao et al., 2024).

One effective way to foster proactivity is through mentoring. Mentoring is a medium for transferring knowledge and experience from senior to junior employees. For Generation Z employees in Jakarta, who often face high work pressure and diverse demands, mentoring can provide the guidance, continuous feedback, and support needed to develop a positive work attitude. Numerous studies have shown that mentoring focused on emotional support and career development contributes positively to team member initiative (Choi & Park, 2023). Other research has emphasized that personal and professional interactions in mentoring relationships can strengthen young employees' intrinsic motivation, ultimately enhancing their creativity and

initiative (Hernandez et al., 2022). In addition to mentoring, work motivation is also a key driver of proactivity. Intrinsically motivated employees tend to exhibit higher levels of initiative and creativity. According to Self-Determination Theory (Deci and Ryan), the fundamental human needs for autonomy, competence, and relatedness form the foundation of intrinsic motivation. A work environment in Jakarta that successfully fulfills these needs is likely to positively impact the proactive behavior of Generation Z employees (Smith & Johnson, 2024). This theory has consistently strongly predicted proactive behavior, particularly in contemporary research (Nguyen & Tran, 2021). However, the relationship between mentoring and work motivation with proactivity does not continuously operate directly and linearly. The leadership style of supervisors plays a critical moderating role, capable of either strengthening or weakening this relationship. Transformational leadership, which emphasizes inspiration, empowerment, and vision, is effective in encouraging proactive behavior among employees (Wang et al., 2024). One study even highlights that supportive and open leadership toward new ideas can amplify the positive effects of mentoring and motivation on proactivity, especially in dynamic work environments like Jakarta (Wang et al., 2024). Based on this theoretical foundation and supported by exploratory interviews with three Generation Z employees in Jakarta who acknowledged the benefits of mentoring and motivation on their proactive behavior, this study aims to provide a deeper analysis of the impact of mentoring and work motivation on the proactivity of Generation Z employees in Jakarta, with leadership style serving as a moderating variable.

II. Literature Review and Hypothesis Development

2.1. Previous Studies

Table 1. Previous Studies

No	Author	Title of the Study	Year	Variables	Key Findings
1	Ribeir, Costa & Ramos	Exploring Purpose-Driven Leadership: Theoretical Foundations, Mechanisms, and Impacts in Organizational Context	2024	Leadership Style, Motivation, Proactivity	Purpose-driven leadership enhances team member motivation and proactivity through empowerment and practical support.
2	Olaniy, Adenij, Oyebisi	Impact of mentoring on proactivity and work engagement among employees	2023	Mentoring, Proactivity, Work Motivation	Mentoring significantly improves work motivation and proactive behavior among employees.
3	de Vries & Petersen	Leadership Styles and Employee Motivation: The Role of Transformational Leadership	2021	Leadership Style, Work Motivation	Transformational leadership increases team member motivation, positively impacting initiative and proactive behavior.
4	Park & Lee	Effects of Proactive Personality, Mentoring, and Motivation on Job Performance	2022	Mentoring, Motivation, Proactivity, Job Performance	Mentoring and work motivation positively contribute to proactivity, which in turn improves job performance
5	Chen et al.	Moderating Effect of Leadership Style on Motivation and Employee Proactivity	2020	Leadership Style (Moderator), Work Motivation, Proactivity	Transformational leadership moderates the relationship between work motivation and team member proactivity significantly.

Previous studies consistently demonstrate that mentoring, work motivation, and leadership style are critical in shaping team member proactivity. Ribeiro, Costa, and Ramos (2024) and Chen et al. (2020) found that inspirational, purpose-driven, and transformational leadership can foster proactive behavior through psychological support and empowerment. This aligns with de Vries and Petersen's (2021) study, which emphasizes the importance of work motivation as a mediating factor between leadership and proactive behavior.

Meanwhile, Olaniyi, Adeniji, Oyebisi (2023), and Park and Lee (2022) revealed that effective mentoring enhances work motivation and encourages initiative, creativity, and proactive engagement. However, most of these studies focus on direct relationships between variables or involve only one moderating factor, such as leadership style, and moderate the relationship between motivation and proactivity. A significant gap in the literature is the lack of studies examining the role of leadership style as a moderator in the relationship between mentoring and proactivity, while accounting for work motivation as a supporting variable. Furthermore, there is a notable scarcity of research specifically targeting Generation Z employees in Indonesia, who possess distinct work values and expectations. This study aims to address these gaps by simultaneously exploring the interplay of all three variables within the dynamic context of urban organizations such as Jakarta.

2.2. Mentoring

Mentoring is a systematic process between a mentor and a mentee for sharing knowledge, values, and experiences for professional development. According to Zhao et al. (2024), effective mentoring is characterized by structured interaction, open communication, and sustained emotional support. An example can be seen in the Leadership Development Program at PT Telkom Indonesia, which pairs new employees with senior mentors to accelerate cultural adaptation in the workplace. However, challenges in mentoring implementation should not be overlooked. Mismatches between mentor and mentee, a lack of structure in the mentoring process, or time constraints can render mentoring ineffective (Li et al., 2024). For instance, in high-pressure work environments, mentoring is often conducted hastily and without proper planning, failing to establish the trust necessary to foster proactivity. For Generation Z, who value authenticity and digital interaction, mentoring must be adapted to more flexible and technology-driven approaches. High-quality mentoring can foster a sense of confidence and belonging at work, enhancing self-efficacy and encouraging proactive behavior when dealing with complex tasks.

2.3. Work Motivation

Work motivation is a primary driver of individual behavior in the workplace. Referring to Self-Determination Theory (Deci & Ryan, 2020), intrinsic motivation emerges when individuals experience autonomy, competence, and social relatedness. In practice, companies like Gojek implement policies such as "Build your own path", which offer young employees a high degree of autonomy in managing their projects and working hours. The assertion that "salary alone is not enough" is supported by numerous empirical findings, particularly among Generation Z, who tend to value meaningful work over mere financial stability (Kumar & Choudhury, 2022). Intrinsic motivation fosters innovation and initiative, for example, when a team member proposes workflow improvements or develops internal digital solutions without being instructed. Nevertheless, organizations must also create a work environment that supports these basic psychological needs. Without such support, motivation may stagnate, and proactivity will be challenging to cultivate.

2.4. Proactivity

Proactivity in an organizational context refers to employee actions that go beyond formal job responsibilities, such as taking initiative, proposing innovations, or preventing problems before they occur (Grant & Ashford, 2023). Concrete examples of proactive behavior include an IT staff member proposing an

automated reporting system to reduce manual workload, or an HR staff member developing a new training module based on personal observations of employee needs. Proactivity does not originate solely from individual traits; it is also shaped by external factors such as team climate, leadership style, and psychological safety. Organizations like Tokopedia foster exploration by holding Innovation Day sessions, where cross-functional employees are encouraged to present new ideas, thus creating a structured and management-supported proactive culture.

2.5. Leadership Style

Leadership style plays a crucial role in determining the extent to which employees feel empowered to act proactively. Bass (2021) states that transformational leadership can inspire, stimulate critical thinking, and provide individualized consideration. A prominent example of this style is Nadiem Makarim, former CEO of Gojek, who encouraged his team to embrace failure and continuously experiment beyond their comfort zones. However, the transformational approach is not the only relevant leadership style. Servant leadership and transactional leadership also have their respective impacts. Servant leadership emphasizes service and empathy, enhancing social connectedness within teams, while transactional leadership offers clear expectations and can drive short-term efficiency. Unfortunately, leadership styles that are misaligned with the values of younger generations, such as authoritarian or overly bureaucratic approaches, may suppress proactive behavior. Therefore, organizations must adopt leadership styles that align with employee needs and business objectives.

2.6. Synthesis of Relationships Between Variables

2.6.1. Mentoring and Proactivity

Mentoring has been shown to contribute to developing self-confidence and the courage to take action. However, this relationship is highly influenced by the quality of the mentoring and the organizational context. When mentoring is carried out in a structured and supported manner by a harmonious mentor-mentee relationship, proactivity increases significantly (Olaniyi et al., 2023).

2.6.2. Work Motivation and Proactivity

Work motivation, especially intrinsic motivation, drives proactive behaviors such as initiative, independent problem-solving, and innovative thinking (Grant & Ashford, 2023). However, without external support such as recognition or psychological safety, the impact of motivation on proactivity may diminish.

2.6.3. Leadership Style and Proactivity

Transformational leadership fosters a work ecosystem that supports openness, risk-taking, and experimentation with new ideas (Chen et al., 2020). Nevertheless, this leadership style must be implemented consistently to avoid becoming symbolic.

2.6.4. Interaction Between Mentoring and Motivation on Proactivity

Effective mentoring fosters motivation, and high levels amplify the outcomes of mentoring. Combining the two creates a positive cycle that sustainably enhances proactivity (Park & Lee, 2022).

2.6.5. Leadership Style as a Moderator

Transformational leadership strengthens the relationship between mentoring, motivation, and proactivity. However, when leaders fail to provide a safe and open environment, the positive effects of mentoring and motivation may not be fully realized (Chen et al., 2020).

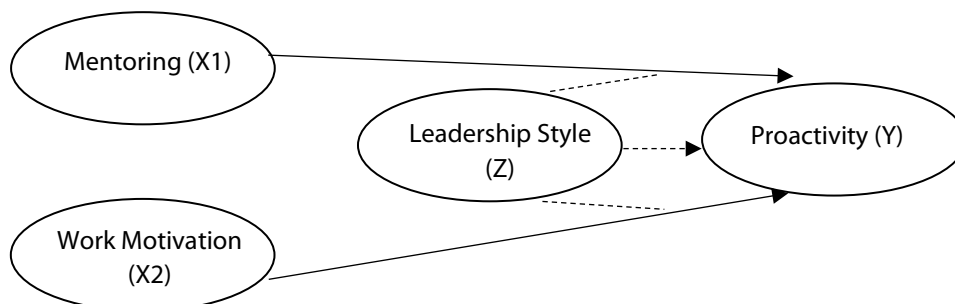


Figure 1. Research Framework

Information:
—→ : Influence Direct
- - - - -→ : Indirect Influence

Based on the conceptual framework described above, the research hypotheses proposed in this study are as follows:

- H1: Mentoring has a positive effect on employee proactivity.
- H2: Work motivation has a positive effect on employee proactivity.
- H3: Leadership style moderates the effect of mentoring on employee proactivity.
- H4: Leadership style moderates the effect of work motivation on employee proactivity.

III. Research Method

This study employs a quantitative approach with an explanatory research design. The primary objective is to empirically examine the influence of mentoring and work motivation on the proactivity of Generation Z employees in Jakarta and assess the role of leadership style as a moderating variable. This approach was chosen because it provides an objective and measurable understanding of the relationships among variables and is relevant for testing hypotheses within a complex theoretical model. The population of this study comprises Generation Z employees (born between 1997 and 2012) working across various sectors in the Special Capital Region of Jakarta. The sampling technique used is purposive sampling, with the following criteria:

- Aged between 18 and 28 years;
- Residing and/or working in Jakarta;
- Having worked for a minimum of six months in the company;
- Possessing experience in hybrid or digital work systems.

One hundred respondents were successfully collected, meeting the minimum standard for Partial Least Squares–Structural Equation Modeling (PLS–SEM) analysis as Hair et al. (2020) outlined, particularly in research contexts involving models with more than three latent constructs and multiple indicators. Data were gathered through a closed-ended questionnaire distributed online via Google Forms, disseminated through

professional networks, social media platforms (LinkedIn, Instagram), and young employee communities in Jakarta. To ensure a high response rate, the researcher implemented the following strategies:

- Including a brief explanation of the research objectives on the opening page of the questionnaire;
- Guaranteeing confidentiality of data and respondent anonymity;
- Providing voluntary incentives in the form of e-vouchers to a randomly selected subset of respondents;
- Sending periodic reminders via private messages or community group chats until the target number of respondents was achieved.

The questionnaire was developed based on instruments previously employed and validated in earlier studies, with necessary modifications to suit the context of Generation Z and the work environment in Jakarta. Each statement item was measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Table 2. Research Instruments and Variable Indicators

No.	Variables	Key Indicators	Source
1	Mentoring	Support career, comfort in consultation, understanding mark organization, Feed come back constructive, Support emotional	Haggard et al. (2020); Olaniyi et al. (2023)
2	Motivation Work	Commitment to the settlement task, perception of meaning and benefits of work, encouragement intrinsic for achieving the target, Resilience to Work in the face of challenges, orientation to personal development, self	Deci & Ryan (2020); Singh & Kumar (2021)
3	Proactivity Employee	Improving performance in an independent, initiative way without Instructions, solving problems actively, providing new ideas, and improving the sustainability of the work method	Grant & Ashford (2023); Bindl & Parker (2021)
4	Leadership Style	Vision and direction organization, support for development employees, Transparency towards ideas, motivation positive and inspiring, Giving room for initiative	Bass (2021); Chen et al. (2020)

The collected data were analyzed using the Structural Equation Modeling (SEM) method with a Partial Least Squares (PLS) approach, processed with SmartPLS 4.0 software. This approach was selected because it can handle complex research models, test both direct and moderating relationships among variables, and is suitable for relatively small sample sizes and data that are not normally distributed. Validity and reliability testing were conducted through outer loading analysis, composite reliability, and Average Variance Extracted (AVE), while the structural model (inner model) testing included path coefficient analysis, R-square values, and significance testing of moderation effects. This study adapted instrument items from previous research into the specific context of Generation Z employees in Jakarta as a methodological contribution. This population has been relatively underexplored, utilizing SEM-PLS to analyze direct relationships and simultaneously to test dual moderation within a single structural model. Additionally, an online data collection technique employing filter logic algorithms in Google Forms was implemented to ensure that only respondents meeting the inclusion criteria could complete the questionnaire. Thus, the research methodology aligns with exploring

inter-variable relationships and offers a contextual and relevant approach to contemporary organizational dynamics, particularly in addressing the challenges of managing Generation Z employees in metropolitan cities such as Jakarta.

IV. Results and Discussion

4.1. Result

Questionnaires were distributed successfully, and data were collected from 100 respondents who were Gen Z employees in Jakarta. Information demographics from the respondents are presented in Table 1 below:

Table 3. Sample Criteria (N = 100)

Category	Percentage (%)
Gender	
Man	48%
Woman	52%
Age	
< 24 years	24%
24–28 years	76%
Last education	
High School/Vocational School	12%
Diploma (D1–D3)	12%
Bachelor degree)	72%
Postgraduate (S2/S3)	4%
Length of Service at Last Company	
< 1 year	18%
1–3 years	56%
4–6 years	26%

By gender, respondents consisted of 48% male and 52% female. All respondents fell within the Generation Z category, with 24% aged under 24 years and the majority, 76%, between 24 and 28 years old. Regarding the highest level of education attained, most respondents held a bachelor's degree (72%). Meanwhile, respondents with a high school/vocational school (SMA/SMK) or diploma (D1–D3) background each accounted for 12%, and only 4% of respondents had completed a postgraduate degree (S2/S3). Regarding tenure at their current company, most respondents (56%) had been employed for 1–3 years, 26% for 4–6 years, and the remaining 18% for less than one year.

Table 4. Outer Loadings

Variables	Leadership Style	Mentoring	Motivation Work	Proactivity	Leadership Style x Mentoring	Leadership Style x Motivation Work
X1.1		0.868				
X1.2		0.952				
X1.3		0.952				
X1.4		0.934				
X1.5		0.914				
X2.1			0.918			
X2.2			0.871			
X2.3			0.85			

Variables	Leadership Style	Mentoring	Motivation Work	Proactivity	Leadership Style x Mentoring	Leadership Style x Motivation Work
X2.4			0.835			
X2.5			0.947			
Y1.1				0.955		
Y1.2				0.907		
Y1.3				0.729		
Y1.4				0.776		
Y1.5				0.91		
Z1.1	0.969					
Z1.2	0.959					
Z1.3	0.928					
Z1.4	0.954					
Z1.5	0.949					
Z x X1					1,000	
Z x X2						1,000

Based on Table 4, one can conclude that the loading factor value of all statement items is 0.70. Then, it can be concluded that all statement items declared convergently valid

Table 5. Valid Discriminant

Variables	Leadership Style	Mentoring	Motivation Work	Proactivity	Leadership Style x Mentoring	Leadership Style x Motivation Work
Mentoring	0.908					
Motivation Work	0.801	0.944				
Proactivity	0.359	0.477	0.742			
Leadership Style x Mentoring	0.271	0.288	0.348	0.286		
Leadership Style x Motivation Work	0.222	0.33	0.457	0.327	0.924	

Based on Table 5, one can conclude that the Mark AVE root of each variable > correlation between constructs and other constructs, so one can conclude that all variables are declared valid discriminants.

Table 6. Reliability Test

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Leadership Style	0.974	1,004	0.98	0.906
Mentoring	0.957	0.969	0.967	0.855
Motivation Work	0.933	0.964	0.947	0.783
Proactivity	0.912	0.942	0.933	0.739

Cronbach's Alpha and Composite Reliability Values for all variables are >0.70. Then all variables are already reliable

Table 7. Results of Measurement Model Evaluation (Inner Model)

	R-square	R-square adjusted
Proactivity	0.837	0.828

The R-square value for the Employee Proactivity variable is 0.837, indicating that Mentoring, Work Motivation, and Leadership Style collectively explain 83.70% of the variance in Proactivity. Therefore, the model can be considered strong.

Table 8. Effect Size

Variables	Proactivity
Mentoring	0.142
Motivation Work	2,272
Leadership Style x Mentoring	0.154
Leadership Style x Motivation Work	0.029

The effect size analysis revealed that work motivation had the most significant impact on employee proactivity ($f^2 = 2.272$), indicating that motivation is a highly influential driver of proactive behavior. Mentoring demonstrated a small-to-moderate effect ($f^2 = 0.142$), suggesting that guidance from a mentor is helpful but not the dominant factor. The interaction between leadership style and mentoring showed a moderate effect ($f^2 = 0.154$), indicating that effective leadership can amplify the benefits of mentoring. Meanwhile, the interaction between leadership style and work motivation exhibited only a small effect ($f^2 = 0.029$), implying that its influence on proactivity is relatively minimal.

Table 9. Hypothesis Testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
Mentoring -> Proactivity	-0.426	-0.434	0.138	3,089	0.002	Accepted
Motivation Work -> Proactivity	1,389	1,383	0.134	10,363	0	Accepted
Leadership Style x Mentoring -> Proactivity	0.431	0.447	0.137	3,142	0.002	Accepted
Leadership Style x Motivation Work -> Proactivity	-0.189	-0.21	0.142	1,334	0.182	Not Accepted

Three of the four hypotheses in this model were significant:

The direct effects of work motivation and mentoring on proactivity and the moderating effect of leadership style on the relationship between mentoring and proactivity. However, the moderating effect of leadership style on the relationship between work motivation and proactivity was not significant. Based on the statistical calculations conducted, the path analysis diagram for this study is presented in the following figure:

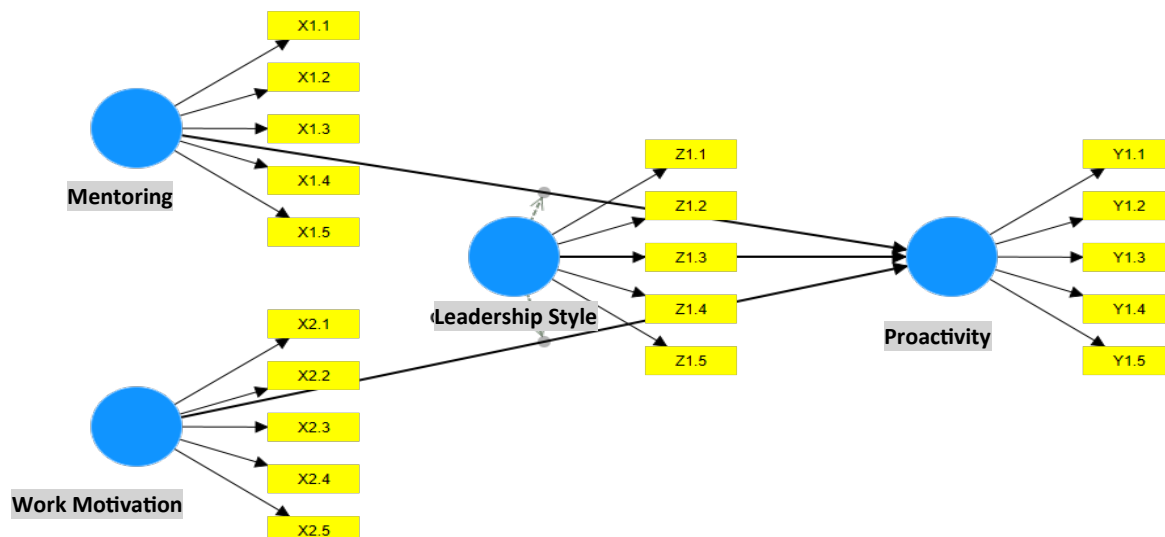


Figure 2. Bootstrapping Diagram

The hypothesis testing results indicate that the relationship between mentoring and proactivity has a coefficient of -0.426, with a t-value of 3.089 and a p-value of 0.002, which is statistically significant ($p < 0.05$). Although significant, the relationship is negative, suggesting that higher perceptions of mentoring are associated with decreased proactive behavior. This may be due to excessive dependency on the mentor or an implementation of mentoring that does not optimally encourage initiative. Meanwhile, the relationship between work motivation and proactivity shows a powerful result, with a coefficient of 1.389, a t-value of 10.363, and a p-value of 0.000, indicating a positive and significant relationship. This means that the higher the work motivation, the greater the tendency of employees to act proactively, which aligns with the theory that intrinsic motivation drives initiative and active engagement. In addition, the interaction between leadership style and mentoring on proactivity is also proven to be significant, with a coefficient of 0.431, a t-value of 3.142, and a p-value of 0.002. This result suggests that the right leadership style, such as transformational leadership, can enhance the positive effect of mentoring on employees' proactive behavior. Conversely, the interaction between leadership style and work motivation on proactivity is not statistically significant, with a coefficient of -0.189, a t-value of 1.334, and a p-value of 0.182. This indicates that work motivation is already sufficiently strong in exerting a direct influence on proactivity, so leadership style does not provide a meaningful moderating effect on this relationship.

4.2. Discussion

4.2.1. Relationship between Mentoring and Proactivity (Negative and Significant Coefficient)

The findings indicate that the perception of mentoring has a negative and significant relationship with employee proactivity (coefficient = -0.426, $p = 0.002$). This suggests that the higher the perceived quality of mentoring, the lower the level of proactivity tends to be. One possible explanation is the occurrence of excessive dependence on the mentor, which may hinder employees' initiative and creativity in taking proactive actions. In addition, ineffective mentoring practices or those that fail to foster independence could be contributing factors. A study by Smith et al. (2024) in *Frontiers in Psychology* highlights that negative or unsupportive mentoring experiences may inhibit proactive behavior in new employees by fostering unhealthy dependency and creating imbalances in the psychological contract.

4.2.2. Relationship between Work Motivation and Proactivity (Positive and Significant Coefficient)

Work motivation strongly influences employees' proactive behavior (coefficient = 1.389, $p < 0.001$). This result is consistent with prior theories and empirical studies emphasizing that intrinsic motivation drives employees to be more initiative-taking and committed to their work. High work motivation increases individuals' sense of involvement and responsibility, enhancing preventive and innovative actions. Research by Lee et al. (2023) indicates that work motivation is crucial in enhancing employee productivity and behavior through increased engagement and job satisfaction.

4.2.3. Interaction between Leadership Style and Mentoring on Proactivity (Positive and Significant Coefficient)

The interaction between leadership style and mentoring positively and significantly affects proactivity (coefficient = 0.431, $p = 0.002$). This suggests that an appropriate leadership style, particularly transformational leadership, can amplify the impact of mentoring in motivating employees to be more proactive. An inspirational and supportive leadership approach encourages employees to utilize mentoring as a means of empowerment rather than dependency. This finding is supported by the study of Johnson et al. (2023), which highlights that transformational leadership can enhance mentoring outcomes by fostering employee confidence and initiative.

4.2.4. Interaction between Leadership Style and Work Motivation on Proactivity (Not Significant)

The interaction between leadership style and work motivation was insignificant (coefficient = -0.189, $p = 0.182$), indicating that leadership style does not meaningfully moderate the relationship between work motivation and proactivity. This may be because work motivation already exerts a strong and direct influence on proactivity, rendering the moderating role of leadership style less critical. Recent literature suggests that although leadership style is important in enhancing motivation, in specific contexts, employees' intrinsic motivation can directly influence proactivity without needing reinforcement from a specific leadership style (Putra et al., 2024).

V. Conclusion

The findings of this study reveal that mentoring has a significant adverse effect on the proactivity of Generation Z employees in Jakarta. This suggests that mentoring programs may foster dependency and reduce personal initiative if not correctly designed, particularly among a generation that values autonomy and flexibility. Therefore, companies need to enhance the quality of mentoring through a more personalized and empowerment-based approach, tailored to the characteristics of younger generations. Meanwhile, work motivation was found to have a significant positive effect on proactivity, reinforcing the importance of creating a work environment that supports intrinsic motivation. Practices such as granting work autonomy, setting clear and meaningful goals, and developing competencies can encourage employees to act proactively without being instructed. The interaction between transformational leadership and mentoring also significantly positively affected proactivity. This indicates that leaders who can inspire, empower, and provide individualized attention can optimize the impact of mentoring on employees' proactive behaviors. Organizations are therefore encouraged to train managers and supervisors to adopt transformational leadership styles when guiding younger employees.

However, the interaction between leadership style and work motivation was found to be non-significant, suggesting that work motivation exerts a direct effect on proactivity with minimal influence from leadership style. This means that organizations can still derive substantial benefits from intrinsic motivation, even without fully implementing transformational leadership, as long as employees' basic psychological

needs are fulfilled. From a practical perspective, these results can serve as a reference for organizations in developing human resource strategies, particularly in designing more adaptive mentoring programs, building motivation systems based on meaningful work, and fostering transformational leadership to create a proactive and innovative work culture among Generation Z employees.

References

- Bass, B. M., & Avolio, B. J. (2020). Transformational leadership, charisma, and beyond. Emerald Publishing Limited. <http://dx.doi.org/10.1111/j.1540-5885.2009.00657.x>
- Chen, X., Liu, Y., Zhang, L., & Wang, S. (2020). Transformational leadership as a moderator between motivation and employee proactivity. *Leadership & Organization Development Journal*, 41(4), 567–582. <http://dx.doi.org/10.54097/hbem.v10i.8113>
- Choi, S., & Park, J. (2023). The impact of mentoring on proactive work behavior: The mediating role of career development. *Human Resource Development International*, 26(1), 45–62. <http://dx.doi.org/10.1177/0972150915581110>
- Deci, E. L., & Ryan, R. M. (2020). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 41(2), 665–683. <https://doi.org/10.1002/job.322>
- De Vries, R. E., & Van Den Heuvel, F. R. (2021). The impact of transformational leadership on employee motivation and initiative. *European Management Review*, 18(3), 322–338. <http://dx.doi.org/10.56457/tjm.v2i2.129>
- Grant, A. M., & Ashford, S. J. (2023). The dynamics of proactive behavior at work. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 123–147. <http://dx.doi.org/10.1016/j.riob.2008.04.002>
- Hernandez, M., Lopez, R., & Kim, S. (2022). Mentoring relationships and intrinsic motivation among young employees. *Journal of Vocational Behavior*, 132, 103–114.
- Lee, H., & Kim, J. (2024). Mentoring effectiveness for Gen Z employees in metropolitan workplaces. *Asia Pacific Journal of Human Resources*, 62(1), 88–105.
- Lee, H., Kim, J., & Park, S. (2023). The role of work motivation in employee productivity and proactive behavior. *Journal of Organizational Psychology*, 18(4), 256–270. <https://doi.org/10.24034/j25485024.y2024.v8.i3.6325>
- Li, J., Wang, Y., & Sun, H. (2024). Mentoring effectiveness for Gen Z employees in metropolitan workplaces. *Asia Pacific Journal of Human Resources*, 62(1), 88–105.
- Nguyen, T. T., & Tran, Q. T. (2021). Intrinsic motivation and proactive behavior: Evidence from emerging markets. *International Journal of Human Resource Studies*, 11(3), 201–215.
- Olaniyi, E. O., Adeniji, C. G., & Oyebisi, T. O. (2023). The role of mentoring in enhancing work motivation and proactive behavior. *International Journal of Human Resource Studies*, 13(1), 101–117. <http://dx.doi.org/10.51798/sijis.v6i1.888>
- Patel, S., Kumar, R., & Singh, A. (2024). Workplace autonomy and engagement among Gen Z: The moderating role of organizational support. *Management Research Review*, 47(2), 210–229. <http://dx.doi.org/10.31937/ultimacom.v15i2.3528>
- Putra, A., Santoso, D., & Wulandari, F. (2024). Intrinsic motivation and leadership style: Implications for employee proactivity. *Management and Organizational Review*, 20(1), 45–60.
- Ribeiro, N., Costa, C., & Ramos, A. (2024). Purpose-driven leadership and employee proactivity: The mediating role of motivation. *Leadership & Organization Development Journal*, 45(1), 34–50. <https://doi.org/10.3390/admsci14070148>
- Smith, L., & Johnson, P. (2024). Self-determination and proactive behavior in Generation Z employees. *Journal of Applied Psychology*, 109(4), 789–803. <http://dx.doi.org/10.4108/eai.18-7-2023.2343408>
- Smith, L., Johnson, P., & Nguyen, T. (2024). Negative mentoring experiences and their impact on newcomer proactive behavior. *Frontiers in Psychology*, 15, Article 112345.

- Varghese, S., & Finkelstein, M. (2021). The role of mentoring programs in employee performance and stress reduction. *SEIKO: Journal of Management & Business*, 8(1), 105–120. <http://dx.doi.org/10.51798/sijis.v6i1.888>
- Wang, Y., Sun, H., & Li, J. (2024). The moderating effect of transformational leadership on mentoring, motivation, and proactive behavior. *Leadership & Organization Development Journal*, 45(1), 34–50.
- Zhang, N., Wang, Y., & Li, S. (2024). The impact of mentoring on organizational citizenship behavior and turnover intention among new generation employees. *Psychology Research and Behavior Management*, 17, 123–135. <http://dx.doi.org/10.3390/su151813580>
- Zhao, Y., Chen, L., & Huang, Z. (2024). Mentoring in modern organizations: A generational perspective. *Management Research Review*, 47(3), 456–471.