

The Effect of Transformational Leadership and Perceived Interactional Fairness on Employees' Job Satisfaction: The Case of Generation Z in Startup Unicorns

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Abstract. As Generation Z enters the workforce in startup unicorns, understanding the dynamics of leadership and job satisfaction is essential. This study examines the effects of transformational leadership and perceived interactional fairness on job satisfaction using a quantitative approach with the JSS (Job Satisfaction Survey), TLI (Transformational Leadership Instrument), and the PFIT (Perceptions of Fair Interpersonal Treatment) Scale. Building on past studies that highlight the positive correlations between leadership styles and employee satisfaction. Participants were Generation Z employees in unicorn-status startups in Indonesia. Data analysis included descriptive analysis, reliability, and normality testing, Pearson's correlation, and mediation analysis with Hayes' PROCESS model. The findings revealed a significant positive correlation, in which, transformational leadership increases job satisfaction by improving perceptions of interactional fairness. These results underscore the critical role of leadership and fairness perceptions in shaping job satisfaction among Generation Z employees in startup environments.

Keywords: *Transformational Leadership, Perceived Interactional Fairness, Job Satisfaction, Generation Z, Startup Unicorns.*

Abstrak. Seiring dengan masuknya Generasi Z ke dunia kerja di perusahaan rintisan berstatus unicorn, pemahaman mengenai dinamika kepemimpinan dan kepuasan kerja menjadi sangat penting. Penelitian ini meneliti pengaruh kepemimpinan transformasional dan persepsi keadilan interaksional terhadap kepuasan kerja dengan menggunakan pendekatan kuantitatif melalui instrumen JSS (Job Satisfaction Survey), TLI (Transformational Leadership Instrument), dan PFIT (Perceptions of Fair Interpersonal Treatment) Scale. Berlandaskan penelitian sebelumnya tentang korelasi positif antara gaya kepemimpinan dan kepuasan karyawan, penelitian ini melibatkan partisipan yang merupakan karyawan Generasi Z di startup berstatus unicorn di Indonesia. Analisis data mencakup analisis deskriptif, uji reliabilitas dan normalitas, korelasi Pearson, serta analisis mediasi dengan model PROCESS dari Hayes. Hasil penelitian menunjukkan korelasi positif yang signifikan, di mana, kepemimpinan transformasional meningkatkan kepuasan kerja dengan meningkatkan persepsi keadilan interaksi. Temuan ini menegaskan peran krusial kepemimpinan dan persepsi keadilan dalam membentuk kepuasan kerja karyawan Generasi Z di lingkungan startup.

Kata Kunci: *Kepemimpinan Transformasional, Persepsi Keadilan, Kepuasan Kerja, Generasi Z, Perusahaan Startup Unicorns.*