

## **ABSTRACT**

*The study investigates the interaction between transformational leadership, motivation, emotional intelligence, and the performance of Generation Z employees in the Indonesian e-commerce sector. The research was conducted with the aim of evaluating the impact of transformational leadership on employee performance, with particular emphasis on the role of motivation and emotional intelligence as mediators in the process. Using a quantitative approach, the study applied a questionnaire tool that applied to Generation Z employees, in the e-commerce enterprise environment in Indonesia. The dissemination of questionnaires was carried out through various social media platforms, including LinkedIn, Twitter (X), Instagram, and Whatsapp, with a total of 141 respondents. Data processing is done by implementing the method of structural equation modelling (SEM) using SmartPLS-4. The results of this study concluded that transformational leadership styles and levels of emotional intelligence showed no significant impact on the performance of Generation Z employees in the e-commerce companies that were the focus of the study. These findings potentially provide valuable perspectives for organizational leaders, human resource practitioners, and academics interested in a deep understanding of the dynamic relationship between leadership styles, employee motivation, emotional intelligence, and performance outcomes. In particular, this research is relevant in the context of the unique characteristics and preferences of Generation Z in the working environment. The implications of this research involve developing focused leadership strategies to enhance the engagement, satisfaction, and performance of the new workforce.*

**Keywords:** *transformational leadership style, motivation, emotional intelligence, employee performance*

**SEMARANG**  
**FEB UNDIP**