

ABSTRACT

This study aims to analyze the role of transformational leadership in shaping the professional behavior of Generation Z and its implications for strengthening an innovation culture within PT Bank Rakyat Indonesia (Persero) Tbk. This research employs a qualitative approach with an exploratory research design. Data were collected through Focus Group Discussions (FGDs) involving 16 Generation Z employees from two research locations, namely the Jayapura Regional Office and the Palembang Regional Office. Informants were selected using purposive sampling based on specific criteria relevant to the research objectives.

Data analysis was conducted interactively following the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing and verification. The findings indicate that transformational leadership at BRI is practiced through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These leadership practices play a significant role in shaping the professional behavior of Generation Z, as reflected in work responsibility, cross-generational collaboration, work flexibility, and responsible use of digital technology.

The study also reveals that the professional behavior of Generation Z fostered by transformational leadership contributes to the development of an innovation-oriented work culture. Innovation culture is strengthened through psychological safety, openness to new ideas, and leadership support for initiatives and continuous learning. Cross-location analysis shows differences in leadership emphasis and work culture dynamics between the Jayapura and Palembang Regional Offices. However, transformational leadership remains a key factor in integrating Generation Z professionalism with the development of an innovation culture. This study is expected to contribute both theoretically and practically to leadership development and human resource management in the banking sector.

Keywords: *transformational leadership, professional behavior, Generation Z, innovation culture, BRI*