
Managing Collaborative Event Organization: Internal Communication and Transformational Leadership among Generation Z

Mengelola Organisasi Acara Kolaboratif: Komunikasi Internal dan Kepemimpinan Transformasional di Kalangan Generasi Z

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Abstract

Generation Z, as a digital-native cohort, brings both challenges and opportunities to contemporary organizational dynamics. Its technological adaptability, independence, and preference for transparency require internal communication and leadership approaches aligned with its characteristics. Internal communication is not merely a channel for exchanging information, but also a mechanism for building trust, engagement, and collaboration. However, Generation Z's tendency toward brief, digital-based communication may reduce interaction depth, create perceptual gaps, and prioritize speed over accuracy. This study aims to analyze internal communication patterns and transformational leadership among Generation Z in event management organizations. Using a qualitative approach, data were collected through interviews, observation, and literature review involving three Generation Z leaders from different student-based events: a student-corporate running event, an SDG-oriented talk show and social action, and a creative bazaar and workshop. The findings show that internal communication was primarily digital-first, supported by online platforms for real-time coordination, transparency, and task monitoring. Nevertheless, this pattern also produced information overload, miscommunication, and limited emotional depth. Transformational leadership emerged through shared vision, inspirational motivation, inclusive brainstorming, and intellectual stimulation. The study concludes that integrating digital internal communication with transformational leadership forms an adaptive, participatory, and value-oriented leadership model for fast-paced event management organizational contexts.

Key words: Internal Communication, Organizational Communication, Transformational Leadership, Generation Z, Event Management

Abstrak

Generasi Z, sebagai kelompok digital-native, membawa tantangan sekaligus peluang dalam dinamika organisasi kontemporer. Kemampuan adaptasi terhadap teknologi, kemandirian, dan preferensi terhadap transparansi menuntut adanya pendekatan komunikasi internal dan kepemimpinan yang selaras dengan karakteristik generasi ini. Komunikasi internal tidak hanya berfungsi sebagai saluran pertukaran informasi, tetapi juga sebagai mekanisme untuk membangun kepercayaan, keterlibatan, dan kolaborasi. Namun, kecenderungan Generasi Z terhadap komunikasi yang singkat dan berbasis digital dapat mengurangi kedalaman interaksi, menciptakan kesenjangan persepsi, serta memprioritaskan kecepatan dibandingkan akurasi. Penelitian ini bertujuan untuk menganalisis pola komunikasi internal dan kepemimpinan transformasional Generasi Z dalam organisasi manajemen event. Dengan menggunakan pendekatan kualitatif, data dikumpulkan melalui wawancara, observasi, dan studi pustaka yang melibatkan tiga pemimpin Generasi Z dari berbagai kegiatan berbasis mahasiswa, yaitu event lari hasil kolaborasi mahasiswa dan korporasi, talk show dan aksi sosial berorientasi SDGs, serta bazar kreatif dan workshop. Hasil penelitian menunjukkan bahwa komunikasi internal terutama berlangsung secara digital-first, didukung oleh platform daring untuk koordinasi real-time, transparansi, dan pemantauan tugas. Namun, pola ini juga menimbulkan tantangan berupa kelebihan informasi, miskomunikasi, dan keterbatasan kedalaman emosional. Kepemimpinan transformasional muncul melalui visi bersama, motivasi inspirasional, brainstorming inklusif, dan stimulasi intelektual. Penelitian ini menyimpulkan bahwa integrasi komunikasi internal digital dengan kepemimpinan transformasional membentuk model kepemimpinan yang adaptif, partisipatif, dan berorientasi nilai dalam konteks organisasi manajemen event yang bergerak cepat.

Kata Kunci: Komunikasi Internal, Komunikasi Organisasi, Kepemimpinan Transformasional, Generasi Z, Manajemen Event

INTRODUCTION

Generation Z is known to have grown up in a highly technology-connected environment, making them highly proficient in using various digital platforms to support both daily activities and work. This digital fluency shapes fast-paced and practical patterns of communication, interaction, and thinking (Kgarimetsa & Naidoo, 2024; Zoya & Chitrao, 2021). In Indonesia, recent findings show that Generation Z is oriented toward sustainability values and immersive digital experiences, highlighting their sensitivity to environmental issues and preference for transparent interactions (Kurniasari et al., 2024). In terms of collaboration, Generation Z is highly accustomed to technology-based collaboration, prioritizing speed of information, clarity of goals, and meaningful as well as ethical work experiences. Cross-context studies show that they value career development, rapid feedback, fair compensation, and stability, while also requiring autonomy to experiment (Maloni et al., 2019). In the service sector, Generation Z is also described as pragmatic and entrepreneur-minded (Goh & Lee, 2018). They are known to be independent and realistic in viewing the world of work, and therefore do not hesitate to leave organizations that do not align with their values or needs (Zahra et

al., 2025).

In the context of organization, Generation Z's performance demonstrates several distinctive characteristics. They are highly responsive to the use of digital technology, which enables faster adaptation to new systems (Vieira et al., 2024; Zahra et al., 2025). Their work motivation is strongly influenced by opportunities for self-development, access to learning, and recognition of contributions, rather than financial aspects alone (Surugiu et al., 2025). Research even shows that work flexibility is one of the important factors that can encourage increased productivity among Generation Z (Hendratmoko & Mutiarawati, 2024). In addition to flexibility, this generation upholds work-life balance and the search for meaning in work, making them more likely to choose organizations that provide freedom while enabling them to contribute meaningfully to social goals (Nugroho et al., 2025).

In terms of values, Generation Z tends to be inclusive because they appreciate diversity and respond positively to participatory and transparent leadership (Vieira et al., 2024). Inclusive leadership styles that provide room for participation have been proven to increase the engagement and productivity of this generation, as they value transparency and equal (Katsaros, 2024). Alongside this, according to Ma & Fang (2023), Generation Z needs a sense of purpose because social responsibility is important to this generation. They respect companies that contribute to society and align with their personal values (Ma & Fang, 2023).

The main strengths of Generation Z in organizations lie in their adaptability to technology, openness to learning, and orientation toward ethical values and sustainability. They are able to balance independent work with team collaboration, thereby strengthening the image of a progressive organization (Hayati, 2024). Nevertheless, this generation also has several weaknesses, including low long-term loyalty, high expectations for career acceleration, and vulnerability to stress and burnout due to performance pressures in the digital era (Nugroho et al., 2025; Zahra et al., 2025). Therefore, organizations need to develop internal communication strategies and leadership styles that can accommodate the needs of Generation Z while maintaining a balance between their expectations and the organization's long-term goals.

As leaders, Generation Z tends to adopt transformational and authentic leadership, which is highly aligned with their generational characteristics. A literature review by Dewi et al. (2023) affirms that the transformational style is an ideal leadership style for Generation Z in organizational environments because it emphasizes inspiration, shared motivation, and individual development within teams (Dewi et al., 2023). This is supported by Anwa et al. (2024), who state that the transformational style is suitable for the characteristics of Generation Z, who value flexibility, collaboration, and innovation, and that it can increase their enthusiasm, participation, and performance (Anwa et al., 2025).

Other studies have found that the application of transformational leadership styles, which include the formation of a shared vision, motivation, and individual development, has a positive impact on Generation Z's performance, although challenges remain in adapting to their unique working styles and participatory needs (Fadila et al., 2025). More broadly, Akimas & Claudia (2024), from the perspective of organizational behavior theory, state that Generation Z values leadership flexibility, which enables them to participate actively in decision-making and express ideas dynamically in an ever-changing environment (Akimas & Claudia, 2024).

Generation Z as leaders strongly relies on communication approaches that are open, fast, two-way, and digital-first, namely by utilizing digital platforms such

as instant messaging and collaboration applications to facilitate team coordination. Research by Irena & Rusfian (2019) on technology companies highlights a significant relationship between transformational leadership styles and internal communication with Generation Z performance. Transformational leadership supported by effective internal communication has been proven to improve their performance. Research shows that the development of real-time internal communication and transformational leadership reinforce each other and significantly improve the performance of Generation Z employees (Irena & Rusfian, 2019).

In the dynamic event management industry, which requires rapid responses to change, such leadership styles and communication patterns are highly ideal. This industry requires leaders who are able to utilize digital platforms such as project management applications, instant communication, and real-time coordination to manage event timelines, facilitate communication across teams, and accelerate problem-solving during events. Generation Z as leaders can provide the type of leadership needed in event management organizations. This generation is able to encourage motivation and cross-team collaboration, is proficient in using technology for dynamic team communication, solves problems efficiently, and builds trust among team members through open communication and by providing space for participation in decision-making.

Recognizing the importance of internal communication and appropriate Generation Z leadership styles in the context of event management organizations, this study aims to analyze internal communication and transformational leadership among Generation Z in event management organizations. Generation Z, with its adaptive capacity toward technology, relies on digital-first internal communication to ensure that information flows quickly, openly, and responsively.

Thus, internal communication is not only viewed as a channel for conveying information, but also as an instrument for building trust, engagement, and a collaborative culture. On the other hand, transformational leadership, which emphasizes inspiration, shared motivation, collective vision, and individual development, is believed to be aligned with the characteristics of Generation Z, who value flexibility, collaboration, and innovation. The integration of these two aspects is expected to offer a solution to communication challenges that tend to be brief and instant, high expectations for career acceleration, and the need for transparent and participatory leadership.

The novelty of this study lies in its focus on exploring Generation Z transformational leadership and digital-based internal communication in the context of event management organizations. Unlike previous studies that discuss transformational leadership in general or internal communication in the context of technology companies (Irena & Rusfian, 2019), his study offers an innovative perspective by positioning Generation Z as leaders in the highly dynamic, creative, and uncertain event management industry. Therefore, this study provides practical contributions to the development of adaptive leadership and internal communication strategies, as well as theoretical contributions by expanding the study of transformational leadership into the context of young-generation leadership in creative and dynamic industries.

METHOD

This study uses a qualitative approach with a descriptive method, namely a research design that aims to describe phenomena systematically without relying on numerical data or statistical testing (Furidha, 2023). The qualitative descriptive

method emphasizes the analysis of phenomena by describing them in detail and systematically, without statistics, and may combine various data collection techniques to produce a valid understanding of complex social phenomena. This approach is appropriate for understanding the experiences and realities of Generation Z leaders in event management organizations in an authentic and in-depth manner, providing a factual and contextual situational picture. The descriptive method is used to explain the phenomena of leadership and internal communication carried out by Generation Z as leaders of event management organizations. A descriptive qualitative study enables researchers to obtain rich data through informants' narratives, as well as to understand context and meaning from the perspective of the social actors involved.

There are 3 main techniques used in data collection. First, in-depth interviews were conducted with three Generation Z informants who lead event management organizations. This technique enables an in-depth exploration of their experiences, perspectives, and challenges in leading and building internal communication. The informants were selected purposively based on the following criteria: (1) belonging to Generation Z, born between 1997 and 2012 (Arum et al., 2023), and (2) having an active leadership role in an event management organization. This approach ensures the relevance of the data and the depth of insight into leadership and internal communication in the field of event management. Second, direct observation was carried out in the context of event management organizations, for instance during team meetings, event coordination, or event briefings, to understand actual communication and leadership styles. Third, a literature review was conducted as the theoretical foundation, covering relevant studies on transformational leadership, internal communication, and the characteristics of Generation Z. This review strengthens the interpretation of field data and supports the validity of the research findings.

Data analysis in this study uses thematic analysis to identify, analyze, and report recurring patterns or themes within the dataset. The process involves intensive reading of the data, coding to mark important concepts, grouping codes into potential themes, reviewing and refining themes, and formulating the analytical results. The purpose is to understand the essential meaning of the data and uncover general patterns as well as in-depth insights into a phenomenon (Heriyanto, 2018).

RESULTS AND DISCUSSION

Overview of Informants and Events

This study involved three main informants, namely Audrey Regina, Chief Executive of Young Suka Lari Color Splash Run; Keira Djauwvanka, Chief Executive of EduAksi; and Dea Yolanda, Chief Executive of Fikom Expo. All three are members of Generation Z who actively lead event management organizations in a student environment. The three events have different characteristics: Color Splash Run is a collaboration between students and a corporate partner, Ciputra Group, with more than 400 participants; EduAksi combines a talk show and a social action based on Sustainable Development Goals, particularly SDG 12; while Fikom Expo highlights the synergy between BEM Fikom Untar and other student activity units through a creative bazaar and workshop format at Mbloc Space.

Table 1. Informants' Characteristics

No.	Informant	Generational Cohort	Position	Event Organization	Event Characteristic
1	Audrey Regina	Generation Z	Chief Executive	Young Suka Lari Color Splash Run	A running event involving collaboration between students and a corporate partner, Ciputra Group, with more than 400 participants.
2	Keira Djauwvanka	Generation Z	Chief Executive	EduAksi	An event combining a talk show and social action based on Sustainable Development Goals, particularly SDG 12.
3	Dea Yolanda	Generation Z	Chief Executive	Fikom Expo	A creative bazaar and workshop held at Mbloc Space, highlighting synergy between BEM Fikom Untar and other student activity units.

(Source: Researcher's Data, 2026.)

The three informants were selected because they represent Generation Z leaders who actively manage collaborative event organizations in a student environment. Their leadership practices reflect several characteristics associated with Generation Z, such as digital fluency, openness to collaboration, preference for meaningful activities, and sensitivity toward social values (Kurniasari et al., 2024; Ma & Fang, 2023). The events they led were not merely technical or administrative projects, but also spaces where students negotiated ideas, built teamwork, handled uncertainty, and transformed digital communication into collective action.



Figure 1. Young Suka Lari and EduAksi Events
(Source: Personal Documentation, 2026.)

The diversity of the three events also provides a broader understanding of how Generation Z leadership operates in different event management contexts. Audrey's

leadership in Color Splash Run illustrates how Generation Z manages large-scale coordination involving external stakeholders. Keira's leadership in EduAksi demonstrates how social values and sustainability issues are integrated into event planning and team communication. Dea's leadership in Fikom Expo shows how young leaders coordinate inter-organizational collaboration in a creative public space. These variations enrich the study because they show that Generation Z leadership is not homogeneous, but shaped by the scale, purpose, and stakeholder complexity of each event. These phenomena are in line with the findings of Nugroho et al. (2025) and Zahra et al. (2025) regarding Generation Z's work behavior (Nugroho et al., 2025; Zahra et al., 2025).



Figure 2. Fikom Expo Events
(Source: Personal Documentation, 2026.)

Digital-First Internal Communication in Event Management Organizations

The findings indicate that internal communication in the three event organizations was primarily digital-first. The informants relied on digital platforms such as WhatsApp Community, Line, Google Sheets, Teams, Zoom, and Google Meet to support real-time coordination, information sharing, task monitoring, and documentation. This communication pattern reflects the characteristics of Generation Z as a digitally fluent generation that is accustomed to using technology to accelerate work processes and maintain connectivity (Vieira et al., 2024).

Audrey chose WhatsApp Community because its interface is easy to use and widely adopted by students. She also used the description feature on WhatsApp to share links and files. Keira used WhatsApp broadcast channels to deliver announcements so that important information would not be buried under informal conversations. Meanwhile, Dea and her team used Line because it was the most commonly used platform in their student organization and provided a notes feature for storing important information. These choices show that platform selection was not random, but based on accessibility, familiarity, and functional relevance to team coordination.

The use of digital communication platforms provided several advantages. First, it enabled faster information distribution. Second, it allowed leaders and members to monitor progress more transparently. Third, it supported flexible coordination, especially when team members could not always meet face-to-face. In the event management context, this is particularly important because events are dynamic, time-bound, and often require immediate decisions. Real-time communication becomes essential when teams face sudden changes, such as layout adjustments, sponsor requests, technical problems, or participant-related issues. Audrey and Keira emphasized the importance of real-time coordination during event execution:

"Real-time coordination during an event is very important because the event is

complex to implement, with many partners involved. I have to be flexible with partners' requests while still fulfilling the committee's needs. Then, when there are members who do not carry out their tasks optimally, I am assisted by other members who take over that responsibility and quickly adapt to the new tasks."

(Audrey)

"Real-time coordination becomes important because we never know when sudden changes or problems may arise. If there is a change, the chairperson acts as a problem solver who must provide clear solutions. For example, there may be a need to adapt to a layout change on the event day, and then direct the committee to socialize with participants because there is a considerable waiting time." (Keira)

These findings show that internal communication in event management organizations does not merely function as a channel for distributing information. It also functions as a strategic process that enables leaders to manage uncertainty, reduce ambiguity, and maintain collective responsiveness. This strengthens the argument that internal communication is closely related to organizational effectiveness, particularly when the organization operates in a fast-paced and collaborative environment (Hayati, 2024; Irena & Rusfian, 2019).

However, the digital-first communication pattern also created several challenges. Although digital platforms increased efficiency, they did not always guarantee communication depth. The informants acknowledged the risks of missed communication, information overload, fragmented messages, and reduced emotional interaction. Messages delivered through digital platforms can be interpreted differently, overlooked, or buried under large volumes of information. This finding is important because it shows that communication efficiency does not automatically produce communication quality.

Therefore, the leaders applied several mitigation strategies, such as preparing digital minutes, using scheduled broadcasts, storing important information in shared documents, and conducting periodic face-to-face meetings. These strategies indicate that Generation Z leaders understand the limitations of digital communication and attempt to balance speed with relational depth. In this sense, the study contributes to internal communication theory by showing that digital-first communication must be complemented by relational communication to build psychological safety, trust, and emotional connection within teams.

Generation Z Transformational Leadership Style: Transparency, Trust, and Participatory Communication

Another important finding is that transparency was considered essential in building team trust. The informants practiced transparency through open access to shared files, regular progress updates, financial reporting, and open discussions about team problems. Audrey, for example, emphasized that information transparency was necessary to prevent mistrust and unresolved conflict among team members:

"I provide detailed updates on event progress in every face-to-face meeting to the entire team so that there is no ambiguous information. Transparency of information, including members' complaints, is an important factor because if issues are kept hidden, they can become a ticking time bomb. This includes financial transparency, so that mistrust does not emerge among team members."

(Audrey)

This statement indicates that transparency was not only understood as technical openness, but also as a relational practice that helps maintain trust and prevent conflict. In student-based event organizations, where members often work voluntarily and under time pressure, trust becomes a crucial foundation for collaboration. When leaders provide access to information and explain decisions openly, members are more likely to feel included and respected.

This finding is consistent with Irena and Rusfian (2019), who argue that effective internal communication can strengthen participation and performance when supported by transformational leadership (Irena & Rusfian, 2019). It also supports Katsaros (2024), who explains that inclusive leadership increases engagement because members feel involved in organizational processes (Katsaros, 2024). In the context of this study, transparency becomes part of participatory communication. Leaders do not position themselves as the sole source of authority, but as facilitators who ensure that members understand the situation, contribute ideas, and take ownership of the event.

Theoretically, this finding expands the discussion of internal communication by showing that transparency is not merely an administrative practice. It is also a symbolic act that communicates respect, equality, and shared responsibility. For Generation Z, who tends to value openness and fairness, transparency becomes a key element in maintaining motivation and trust. Thus, internal communication in Generation Z event organizations must be understood as both informational and relational.

The leadership practices of the three informants reflect several dimensions of transformational leadership. The informants did not rely primarily on hierarchical authority, but emphasized shared motivation, collective responsibility, openness to ideas, and emotional involvement. This is in line with Dewi et al. (2023), who state that transformational leadership is relevant for Generation Z because it emphasizes inspiration, shared motivation, and individual development within teams (Dewi et al., 2023).

One prominent dimension is inspirational motivation. The informants attempted to create a shared sense of purpose and encourage team members to see the event as a collective project. Audrey used the metaphor “we are on the same boat” to build solidarity. Dea emphasized that all members should feel that the event belonged to everyone, not only to the chief executive or coordinators. Keira maintained her own emotional stability and enthusiasm so that positive energy could be transmitted to the team.

"Maintaining my own emotions and enthusiasm so that the spirit can be passed on to the team. Showing that I do not only talk, but also work together with them. Equalizing the level among all team members and being open to criticism. Each member can also provide evaluations of other members through Google Forms if they want to do so anonymously." (Keira)

"I want everyone to feel that this is a shared event, not only the event of the chairperson or coordinator. The way to do this is by making all members involved in the event. Although they are divided into shifts, during the rehearsal everyone comes, and everyone understands the event rundown." (Dea)

These statements show that transformational leadership among Generation Z is strongly associated with shared ownership. Leaders motivate members not

merely by giving instructions, but by creating emotional attachment to the event. This supports the argument that Generation Z values meaningful participation and prefers leadership that provides space for involvement rather than rigid hierarchy (Akimas & Claudia, 2024; Ma & Fang, 2023).

Another significant dimension is intellectual stimulation. The informants encouraged members to think creatively, express ideas, and participate in problem-solving. Audrey, for instance, created a brainstorming process where members were encouraged to propose ideas freely, even if the ideas seemed abstract or unusual, as long as they were supported by reasoning:

"During brainstorming in each division, I encourage members by stimulating their ideas and allowing them to express ideas that are as abstract or unusual as possible, as long as they are supported by underlying logic. Then, all ideas are recorded, collected, summarized, and connected to find the common thread. After seeing the summary of ideas, members are asked again for their opinions." (Audrey)

"Actively asking members for their opinions, accepting all opinions well, and if an opinion is rejected, providing a proper reason." (Dea)

These practices reflect intellectual stimulation because leaders encourage members to contribute ideas, challenge assumptions, and participate in decision-making. This is highly relevant in event management organizations, where creativity, adaptability, and rapid problem-solving are central to success. The findings align with Fadila et al. (2025), who state that transformational leadership can improve Generation Z performance by encouraging participation, motivation, and individual development (Fadila et al., 2025).

The findings also show the presence of individualized consideration, although this dimension appeared more implicitly. The informants attempted to understand members' emotional conditions, listen to complaints, allow anonymous feedback, and approach members personally. This indicates that leadership effectiveness is not only determined by the ability to coordinate tasks, but also by the ability to recognize members' psychological and emotional needs. This is particularly important because Generation Z is often associated with vulnerability to burnout, stress, and high expectations in organizational settings (Nugroho et al., 2025; Zahra et al., 2025).

Integration of Digital Internal Communication and Transformational Leadership: Collaboration, Voluntary Participation, and Team Engagement

The application of transformational leadership had a positive impact on team collaboration and member engagement. The informants observed that members became more willing to participate actively, help other divisions, promote events through personal networks, and contribute beyond formal responsibilities. Audrey described how her team voluntarily promoted the Young Suka Lari event and helped seek sponsors:

"Active participation from members was evident when the team was also willing to voluntarily promote the Young Suka Lari event to people they met, and they even did TikTok Live. Then, after I took a personal approach to all members, they began to be moved to look for sponsors through their own networks. My team also did not hesitate to help other divisions so that the work could be completed"

more quickly." (Audrey)

This finding indicates that transformational leadership can generate commitment beyond formal task allocation. When members feel trusted, involved, and emotionally connected to the event, they are more likely to contribute voluntarily. This supports Anwa et al. (2025), who state that transformational leadership is suitable for Generation Z because it encourages enthusiasm, participation, and performance (Anwa et al., 2025). It also strengthens the view that Generation Z responds positively to leadership that is flexible, collaborative, and participatory.

From a theoretical perspective, this finding contributes to the understanding of transformational leadership in project-based organizations. In event management organizations, leadership effectiveness is not only measured by whether tasks are completed, but also by whether members remain motivated, collaborative, and adaptive under pressure. The study shows that Generation Z leaders can combine motivational communication, digital coordination, and participatory decision-making to maintain engagement within temporary and dynamic organizational structures.

The most important finding of this study is the integration between digital internal communication and transformational leadership. Previous studies often discuss internal communication and transformational leadership as separate organizational variables. However, this study shows that in Generation Z event management organizations, the two are closely interconnected. Digital communication provides the infrastructure for coordination, transparency, and real-time decision-making, while transformational leadership provides the motivational and relational foundation that gives meaning to that communication.

In other words, digital platforms enable teams to move quickly, but transformational leadership helps ensure that teams move together with shared commitment and trust. Without effective digital communication, event teams may experience coordination problems, delayed responses, and unclear task distribution. However, without transformational leadership, digital communication may become merely transactional, fragmented, and emotionally shallow. Therefore, the effectiveness of Generation Z leadership in event management organizations depends on the ability to combine technological fluency with relational and motivational leadership.

This integration forms the main scientific contribution of the study. It expands the discussion of internal communication by showing that digital-first communication among Generation Z must be understood not only as a matter of technological adoption, but also as a leadership practice. At the same time, it expands transformational leadership studies by demonstrating how inspirational motivation, intellectual stimulation, and individualized consideration are practiced through digital platforms and project-based collaboration.

The study also contributes to the understanding of Generation Z leadership in creative and dynamic industries. Event management organizations differ from conventional workplaces because they are temporary, deadline-driven, collaborative, and uncertain. In such contexts, Generation Z leaders are required to manage rapid communication, motivate diverse team members, handle unexpected problems, and maintain collective engagement. The findings show that Generation Z leaders can respond to these demands by combining digital efficiency, transparency, empathy, and participatory leadership.

Practically, the findings imply that student-based event organizations need to

design communication systems that combine digital efficiency with relational interaction. Digital platforms should be used for documentation, coordination, and speed, while face-to-face meetings remain necessary to strengthen emotional connection, clarify complex issues, and prevent miscommunication. Leadership development programs for Generation Z should also focus not only on technical event management skills, but also on transformational competencies such as vision-building, motivational communication, conflict management, empathy, and reflective decision-making.

Overall, this study shows that Generation Z leadership in event management organizations is characterized by adaptive digital communication, participatory decision-making, transparency, and shared motivation. The integration of digital internal communication and transformational leadership creates an organizational model that is adaptive, collaborative, innovative, and value-oriented. This model is particularly relevant for event management organizations that require fast coordination, creative problem-solving, and strong team engagement in a dynamic environment.

CONCLUSION

Generation Z in event management organizations demonstrates a high ability to adapt to digital systems, making internal communication fast, open, and collaborative. However, the main challenges lie in the risk of burnout, information overload, and the lack of depth in interaction caused by instant communication. Transformational leadership has also proven effective when applied by Generation Z leaders, particularly through the aspects of inspirational motivation and intellectual stimulation, which foster enthusiasm, trust, and a sense of team ownership. The integration of digital internal communication and transformational leadership creates an organizational model that is adaptive, innovative, and value-oriented, in line with the characteristics of Generation Z and the demands of the creative industry.

Future research is recommended to conduct comparative studies between Generation Z and previous generations in the context of the creative industry in order to understand differences in communication patterns and leadership across generations. For educational institutions, these findings can also serve as a basis for developing leadership curricula based on collaboration and digital literacy that align with the characteristics of Generation Z. Meanwhile, for event management organizations, it is important to balance digital communication with face-to-face interaction to deepen emotional relationships and reduce miscommunication. Ultimately, Generation Z leaders need to develop emotional leadership and stress management skills so that their transformational spirit can remain sustainable.

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AUTHOR DECLARATION

The author declares that artificial intelligence (AI) tools were used to support the translation, paraphrasing, and language refinement of this manuscript.

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