ACKNOWLEDGEMENTS

In the name of Allah SWT The Most Beneficent and The Most Merciful. In addition, may Peace and Salutation be given to Prophet Muhammad SAW.

Firstly, I would like to extend my deepest gratitude to my Promotor: Prof. Dr. F. Danardana Murwani, MM for the continuous support of my dissertation, for his patience, motivation, and immense knowledge. His guidance helped me in all the time of research and writing of this dissertation. As my teacher and mentor, he has taught me more than I could ever give him credit for here. He has shown me, by his example, what a good scientist (and person) should be. I would also like to extend my deepest gratitude to my Co-Promotors: Dr. Innocentius Bernarto, ST, M.Si., M.M., M.Si. and Dr. Niko Sudibjo, S.Psi., M.A. The contact line to them was always open whenever I ran into a trouble spot or had a question about my research or writing. They consistently allowed this dissertation to be my own work, but steered me in the right the direction whenever he thought I needed it. They extremely patience in the face of numerous obstacles.

I would also like to extend my gratitude to: Rector of Universitas Pelita Harapan, Dra.Gracia Shinta S.Ugut, M.B.A., Ph.D. as Dean of Fakultas Ekonomi dan Bisnis Universitas Pelita Harapan, Dr. Pauline H. Pattyranie Tan as Ketua Program Studi DRM Universitas Pelita Harapan, Prof. Laurens Kaluge, M.A., Ph.D., Dr. Agustian Budi Prasetya, M.P.A., Dr. Yohanes Temaluru, M.Psi., Dr. Martinus Tukiran, S.T., M.T., and Rosdiana Sijabat, S.E., M.Si.,Ph.D., for their insightful comments and encouragement, and also for the hard question which incented me to widen my research from various perspectives. Each of the members of them has provided me extensive personal and professional guidance and taught me a great deal about both scientific research and life in general.

I am grateful to all of those with whom I have had the pleasure to learn together during this DRM Program. for their support, feedback, and friendship. I thank my classmates @DRM-UPH for the stimulating discussions (even only via wag, study-related or not), and for the sleepless nights we were gone through before the exam and for all the fun we have had in the last couple years, (remember when we attended classes in IAE Paris Sorbonne Business School, Paris and NUS, Singapore) also DRM3- 3 Musketeers HROD for our peer's pressure.

My sincere thanks also go to my Gurus, Ustadz and Seniors from KOMAS, Al Furqan, friends Mahasiswa Teladan 87, ex-Astra, ex-Samsung, ex-GM, ex PVMI, ex-BSP, friends ex-SMP, ex-SMA, ex-Pramuka ex-Mesin IKIP Bdg, ex-MMUGM. Without their precious support and the last-minute favors, I would not be possible to conduct this research.

Last but certainly not the least, I would like to thank my big family, to my parents and to my brothers and sisters and all nephews for supporting me spiritually throughout writing this dissertation and my life in general, also who provide unending inspiration.

Finally, I must express my very profound gratitude to my wife and children (+grandchild) for providing me with unfailing support and always with me in whatever I pursue also continuous encouragement throughout my years of study and through the process of researching and writing this dissertation. This accomplishment would not have been possible without them.

Thank you.

TABLE OF CONTENT

TABLE of CONTENTiTABLE of Tablesii					
	E of Fi		IV		
Chapt	ter I	INTRODUCTION	1		
1.1		ground	1		
1.2		rch Problems	8		
1.3		rch Objectives	9		
1.4		rch Contribution	9		
		Theoretical Contribution	9		
	1.4.2	Practical Contribution	10		
1.5	Syster	natics	10		
Chapt	ter II	LITERATURE REVIEW	12		
2.1	Const	ruct/Variable Concepts	12		
	2.1.1	-	13		
	2.1.2	Openness to Millennial Employee Style (OMES)	18		
		Team Innovation Speed (TIS)	22		
	2.1.4	4.0 Leadership Effectiveness (4.0 LE)	24		
		4.0 Organizational Performance (4.0 OP)	29		
		Theories Integration	35		
		Variables Mapping	36		
	2.1.8	Research Gap and Novelty	40		
2.2		thesis Development	41		
	2.2.1	Team Innovation Speed and 4.0 Organizational Performance	42		
	2.2.2	4.0 Leadership Effectiveness and 4.0 Organizational Performance	43		
	2.2.3	4.0 Leadership Effectiveness and Team Innovation Speed	45		
	2.2.4	Leader-Member Empowering Interaction and Team Innovation Speed	46		
	2.2.5	Openness to Millennial Employee Style and 4.0 Leadership Effectiveness	48		
2.3	Resea	rch Model	50		
Chapt	ter III	RESEARCH METHOD	52		
3.1	Resea	rch Objects	52		
3.2		of Analysis	52		
3.3		rch Type	52		
3.4		rch Variables Operationalization	53		
3.5		ation and Samples	57		
	3.5.1	Sample Size Determination	57		
	3.5.2	Sampling Method	58		
3.6		Collection Method	59		
3.7		Analysis Method	59		

			Page
Chap	oter IV	RESULT and DISSCUSION	63
4.1	Demo	graphic Profile of Respondents	63
4.2	Descr	iptive Statistic	65
	4.2.1	Variable Leader Member Empowerment Interaction (LMEI [®])	65
	4.2.2		68
	4.2.3	Variable Team Innovation Speed (TIS)	71
	4.2.4	Variable 4.0 Leadership Effectiveness (4.0LE)	73
	4.2.5	Variable 4.0 Organizational Performance (4.00P)	77
4.3	Data	Analysis	79
	4.3.1	Measurement Model (Outer Model)	80
	4.3.2	Structural Model (Inner Model)	89
4.4	Discu	ssion	91
	4.4.1	Team Innovation Speed (TIS) effect on 4.0 Organizational Performance (4.00P)	91
	4.4.2	4.0 Leadership Effectiveness (4.0LE) effect on 4.0 Organizational Performance (4.0OP)	92
	4.4.3	4.0 Leadership Effectiveness (4.0LE) effect on Team Innovation Speed (TIS)	92
	4.4.4	Leader-Member Empowering Interaction (LMEI [®]) effect on Team Innovation Speed (TIS)	93
	4.4.5	Openness to Millennial Employee Style (OMES) effect on 4.0 Leadership Effectiveness (4.0LE)	95
4.5	Overa	all Model	96
Chap	oter V	CONCLUSION	101
5.1	Sumn	nary	101
5.2	Resea	irch Implication	102
	5.2.1	Theoritical Implication	102
	5.2.2	Practical Implication	104
5.3	Resea	rch Limitations and Suggestions for Future Research	108
REF	ERENC	TES	113

TABLE of Tables

Table 2.1	Variables Position of the Research	36
Table 3.1	Variables Operationalization	55
Table 4.1	Demographic Profile	64
Table 4.2	Descriptive Statistic LMEI [®]	66
Table 4.3	Dispersion of LMEI [®]	68
Table 4.4	Descriptive Statistic OMES	69
Table 4.5	Dispersion of OMES	70
Table 4.6	Descriptive Statistic TIS	71
Table 4.7	Dispersion of TIS	72
Table 4.8	Descriptive Statistic 4.0LE	74
Table 4.9	Dispersion of 4.0LE	76
Table 4.10	Descriptive Statistic 4.00P	77
Table 4.11	Dispersion od 4.0OP	78
Table 4.12	Result of Measurement Model	81
Table 4.13	Discriminant Validity of the Constructs	82
Table 4.14	HTMT of the Constructs	83
Table 4.15	HTMT Confidence Interval	84
Table 4.16	VIF Value of the Constructs	85
Table 4.17	R-square and Q-square Value of the Constructs	85
Table 4.18	f-square Value of the Constructs	87
Table 4.19	Hypotheses Testing Result	88
Table 4.20	Specific Indirect Effect	89

TABLE of Figures

Figure 2.1	Research Variables	12
Figure 2.2	Conceptual Synthesis of LMEI [®]	15
Figure 2.3	Basic Theoritical Model	35
Figure 2.4	Research Position in Knowledge Map	40
Figure 2.5	Proposed Research Model	51
Figure 4.1	Research Empirical Model	80
Figure 4.2	Bootstrapping Result	88



Page