

## **ABSTRACT**

*This study aims to analyze the impact of experiencing tension on the performance of Generation Z employees in Jakarta-based startup companies, with employee creativity as a mediator and paradox mindset and psychological empowerment as moderators. Startups, known for their dynamic and innovative nature, often create high-pressure work environments that can influence employee performance. To address this, the study employs a quantitative approach using survey data from 261 Generation Z employees working in startups in Jakarta, analyzed through Structural Equation Modeling (SEM).*

*The findings reveal that experiencing tension positively influences employee creativity, which, in turn, enhances performance. Additionally, paradox mindset strengthens the relationship between experiencing tension and employee creativity, while psychological empowerment reinforces the link between employee creativity and performance.*

*This study contributes to the existing literature on experiencing tension and employee performance, particularly within startup environments dominated by Generation Z workers. By understanding how experiencing tension can be leveraged positively, organizations can design more effective stress management strategies to improve both productivity and employee well-being.*

**Keywords:** *Experiencing Tension, Employee Creativity, Employee Performance, Paradox Mindset, Psychological Empowerment, Generation Z, Start-Ups.*