



The effect of inclusive leadership on innovative work behavior mediated by perceived organizational support

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Article Info:

Keywords:

Inclusive Leadership, Perceived Organizational Support, Innovative Work Behavior

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DOI:

<https://doi.org/10.64282/phi.v2i3.98>

Received : 05-09-2025

Revised : 14-09-2025

Accepted : 19-09-2025

Published : 21-09-2025

Abstract

The objective of this research is to explore the impact of inclusive leadership on innovative work behavior through the perspective of perceived organizational support. The methodology employed in this study is quantitative, involving a sample of 102 employees from PT Bina San Prima Sukoharjo Branch. Data was collected via questionnaires that were directly distributed to the participants, utilizing a saturated sampling technique. Data analysis was performed using SmartPLS version 4.1. The analytical tools used in the measurement model (outer model) include validity assessments such as convergent validity, discriminant validity, and average variance extracted. Reliability evaluations consist of composite reliability and Cronbach's Alpha. For the structural model (inner model), the analysis focuses on R-square, goodness of fit, and P-Value. The findings of this study indicate that inclusive leadership has a positive effect on perceived organizational support, that inclusive leadership positively influences innovative work behavior, and that perceived organizational support positively affects innovative work behavior. Moreover, the indirect effects suggest that perceived organizational support acts as a mediator in the relationship between inclusive leadership and innovative work behavior. The limitations of this study include the small sample size and the concentration on a single organization, which may limit the generalizability of the results. The reliance on self-reported questionnaires may also lead to response bias. Additionally, the cross-sectional design limits the capacity to draw causal conclusions. The implications of the study indicate that organizations seeking to enhance innovative work behavior should focus on promoting inclusive leadership practices and bolstering perceived organizational support. These insights can guide HR and leadership development strategies to cultivate a more innovative and supportive workplace culture.

1. INTRODUCTION

Indonesia is a nation rich in cultural diversity. The wealth of culture in Indonesia is attributed to the numerous ethnic groups present in the country. As citizens of Indonesia, we have become accustomed to living and interacting with fellow citizens from various



ethnicities and races, often without realizing that our way of life is quite unique compared to other countries, which tend to have less diverse cultures. This is why Indonesia is referred to as a multicultural nation.

A multicultural society is one that embodies diversity and differences. This diversity can enhance a company's performance, but it can also lead to conflicts if not managed properly. It is the responsibility of companies to foster an inclusive corporate culture. To achieve this, companies must ensure that all employees feel supported by the organization. Employees require leaders who can demonstrate their support within the organization to foster innovation and encourage innovative behavior (Malibari & Bajaba, 2022). Inclusive leaders are those who can express appreciation and invite contributions from their followers through both words and actions, making them feel part of the team. According to Liu et al. (2024), inclusive leaders recognize the contributions of their followers and value them fairly to ensure employee engagement in reaching organizational goals. They also respect the individuality of their followers and maintain open communication built on trust and loyalty. Therefore, inclusive leadership, which allows employees to feel a sense of belonging while showcasing their uniqueness, provides numerous psychological support resources to help employees thrive comfortably within the organization. Inclusive leaders, as valuable individuals, play a crucial role in shaping the organization (Veli et al., 2022). Compared to other leadership styles, inclusive leadership possesses unique qualities of acceptance, belonging, and inclusivity.

In teams composed of diverse cultures, obstacles in communication, varying perspectives, and conflicts in values can lead to misunderstandings, lack of engagement, or division within the group. In these situations, inclusive leadership is crucial to close cultural divides, resolve conflicts, and promote effective collaboration. For instance, in a team that includes individuals from both hierarchical and egalitarian backgrounds, inclusive leaders can harmonize expectations by encouraging mutual understanding and adjusting their communication style to suit the needs of the team. Multicultural teams inherently possess a variety of perspectives and methods for problem-solving (Eyiah et al., 2025). Nevertheless, having diversity by itself does not ensure innovation; it needs to be deliberately utilized. Leaders who foster inclusivity establish an environment of psychological safety, allowing everyone to share their thoughts without apprehension, which is essential for fostering innovation and creativity in diverse environments. Research indicates that diversity enhances innovation only when inclusive leadership is in place to incorporate varied contributions into the decision-making process.

PT. Bina San Prima is a company engaged in the distribution business of pharmaceuticals, animal health, consumer products, and national raw materials. Established in 1994, PT. Bina San Prima operates with a management approach focused on service for its customers and business partners. The company is headquartered in Bandung. Currently, it has a network spread across all regions of Indonesia. Its national reach has enabled it to market its partners' products throughout Indonesia. Given the company's extensive reach with branches everywhere, the researcher believes that this company can serve as a suitable subject for research.

Based on the background outlined above, the author is interested in conducting research on the topic of "The Impact of Inclusive Leadership on Innovative Work Behavior

with Perceived Organizational Support as a Mediating Variable among Employees of the Branch Office of PT Bina San Prima in Sukoharjo Regency, Central Java."

2. THEORETICAL REVIEW AND HYPOTHESIS

Inclusive Leadership

Inclusive leadership refers to leaders who position themselves on the same level as others or different groups, encouraging individuals to strive to understand the perspectives of others or different groups when addressing a problem. [Wu & Li \(2023\)](#) stated that inclusive leadership is characterized by leaders who seek to comprehend the differences among their employees to resolve issues. The inclusivity of leaders aims to promote and value diverse ways of thinking among organizational members. [Emeli \(2025\)](#) identified six distinctive traits exhibited by inclusive leaders: commitment, resilience, awareness of bias, curiosity, cultural intelligence, and collaboration. [Ly \(2024\)](#) stated that the supportive structure of inclusive leaders and their inclusive qualifications contribute to employees, and in response to this contribution, employees are obliged to respond positively to both their leaders and their organization. Furthermore, [Firzatullah et al. \(2025\)](#) indicates that inclusive leadership has an impact on perceived organizational support. The findings reveal a positive influence of inclusive leadership on the perceived organizational support.

Perceived Organizational Support

According to [Firzatullah et al. \(2025\)](#), perceived organizational support refers to employees' belief regarding the extent to which the organization values their efforts or contributions and considers their well-being. There are three main dimensions of perceived organizational support: fairness, supervisor support, organizational recognition, and working conditions ([Ishaq et al., 2024](#)). Employees interpret their supervisors' positive or negative orientation as an indicator of organizational support. Based on social exchange theory, when leaders provide material or non-material resources to employees, they establish an emotional social exchange relationship with them, prompting employees to develop a desire and take action to reciprocate to their leaders. A crucial factor that can influence employees' innovative behavior is the support from the organization for innovation ([Ishaq et al., 2024](#)).

Innovative Work Behavior

The innovative behavior of employees encompasses a series of activities related to the creation of ideas, the promotion of those ideas, and the realization of concepts for new technologies, processes, techniques, or products ([Wang et al., 2022](#)). Dimensions of innovative work behavior include idea exploration, idea generation, idea championing, and idea implementation. [Malibari & Bajaba \(2022\)](#) asserts that inclusive leadership styles can influence employees' innovative behavior, leading to the generation of new innovations. Supportive behaviors from inclusive leaders help subordinates recognize that their skills are valued and their well-being is taken into account. [Huang et al. \(2022\)](#) note that leaders who provide support for creativity (including idea, work, and social support) are more effective in facilitating creativity, as they can create and maintain a work context that is essential for motivating individuals to exhibit creative behavior. [Atiku et al. \(2024\)](#)

state that inclusive leadership can enable employees to maintain their uniqueness while fully contributing to organizational processes and innovation outcomes.

Based on the theoretical review discussed above, the hypotheses for this research can be formulated as follows:

- H₁ : Inclusive leadership has an impact on the organizational support perceived by employees of PT Bina San Prima in Sukoharjo Regency.
- H₂ : Inclusive leadership influences innovative work behavior among employees of PT Bina San Prima in Sukoharjo Regency.
- H₃ : The perceived organizational support affects the innovative work behavior of employees at PT Bina San Prima in Sukoharjo Regency.
- H₄ : Inclusive leadership impacts innovative work behavior through the perceived organizational support among employees of PT Bina San Prima in Sukoharjo Regency.

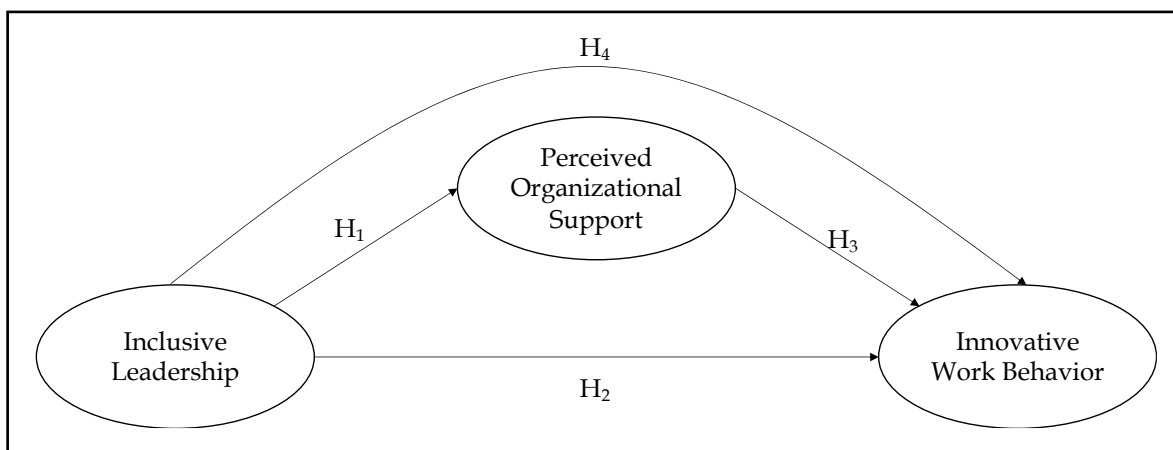


Figure 1. Conceptual Framework

3. RESEARCH METHODOLOGY

This research employs a quantitative methodology, as it is appropriate for evaluating or validating theories. The variables involved in this study include inclusive leadership (independent variable), perceived organizational support (mediating variable), and innovative work behavior (dependent variable). The research is scheduled to take place from September 2024 to July 2025 at PT Bina San Prima Branch located in Kartasura. The researcher engaged in activities such as conducting employee interviews, gathering data, and analyzing the outcomes.

The population for this study consists of 102 employees from PT Bina San Prima Branch in Kartasura. The method of sampling utilized is saturated sampling, which involves using the complete population as the research sample (Siswati & Kaloeti, 2024). It consists of 102 employees from PT Bina San Prima. This approach is warranted due to the relatively small and manageable size of the employee population, enabling the researcher to gather thorough and precise data from all individuals, thus enhancing the validity of the research results. The data collection for this research was conducted using a questionnaire that was distributed directly to the respondents (Agnesia et al., 2023). The measurement

scale employed by the author is the Likert scale, which has the following rating standards: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1).

The data analysis technique utilized in this study is Partial Least Square (PLS). PLS is a powerful analytical method as it does not rely on numerous assumptions. Additionally, PLS can be used to elucidate the existence of relationships between latent variables and can analyze constructs formed with both reflective and formative indicators. Data analysis was performed using SmartPLS version 4.1. The analytical tools applied in the measurement model (outer model) include validity tests such as convergent validity, discriminant validity, and average variance extracted; as well as reliability tests including composite reliability and Cronbach's Alpha. For the structural model (inner model), the metrics used are R-Square, goodness of fit, and P-Value, along with hypothesis testing (Nanga & Kotte, 2024). Hypothesis testing is conducted by examining the probability value and t-statistic. The path coefficient score or inner model is indicated by a t-table value greater than 1.98 for two-tailed hypotheses at a 5% alpha level.

4. RESULTS AND DISCUSSION

Analysis of the Partial Least Squares Model

In this study, hypothesis testing was conducted using the Partial Least Square (PLS) analysis technique with the SmartPLS 4.1 program. Below is the model scheme of the PLS program that will be tested as follows.

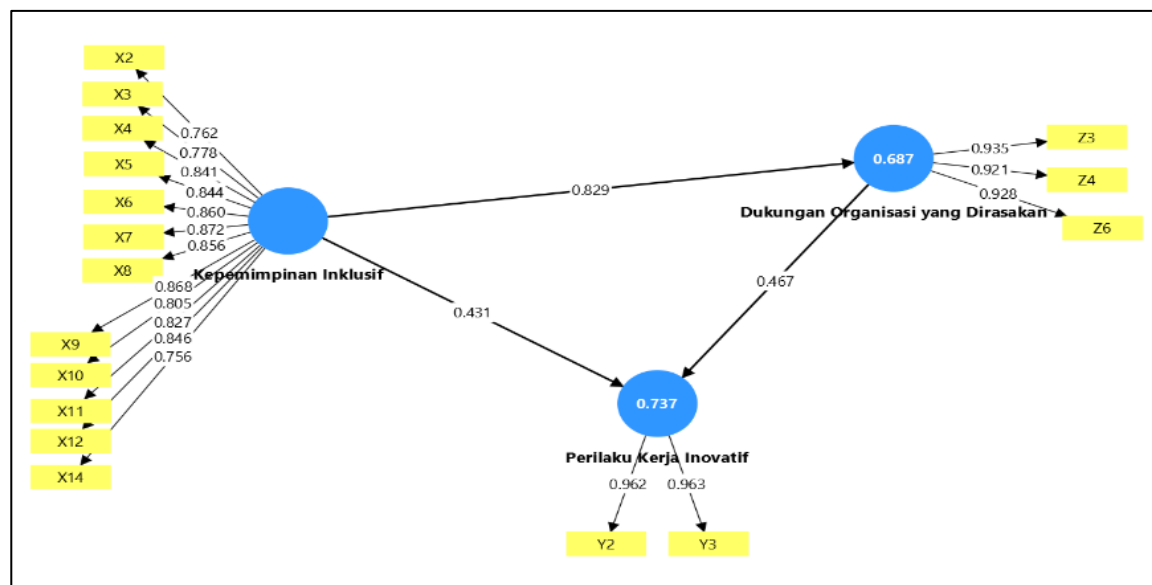


Figure 2. Model Scheme of the PLS Program

To meet the HTMT requirements, where all indicators must be below 0.9, the researcher has decided to eliminate several indicators with the lowest validity values. In the variable of inclusive leadership, specifically $x_1 = 0.654$, $x_{13} = 0.662$, and $x_{15} = 0.856$. Furthermore, in the variable of perceived organizational support, the indicators $z_1 = 0.828$, $z_2 = 0.889$, and $z_5 = 0.843$ were also eliminated. Lastly, for the variable of innovative work behavior, the indicators $y_1 = 0.825$ and $y_4 = 0.942$ were removed. This action was taken to ensure that the HTMT value remains below 0.9.

Analysis of the Measurement Model (Outer Model)

The outer model refers to a measurement model that comprises indicators and the pathways connecting them to their respective factors. In conducting this research, the purpose of the outer model test is to specify the relationship between latent variables and their indicators.

Convergent Validity

According to [Mohd & Lay \(2021\)](#), the assessment of convergent validity can be evaluated based on outer loading. Typically, in research, an outer loading threshold of > 0.70 is considered valid, while an outer loading value of < 0.70 is deemed invalid.

Table 1. Outer Loading Before Invalid Indicator is Released

Indicator	Outer Loadings	Indicator	Outer Loadings	Indicator	Outer Loadings
X1	0.654	Y1	0.825	Z1	0.828
X2	0.759	Y2	0.936	Z2	0.889
X3	0.761	Y3	0.923	Z3	0.914
X4	0.841	Y4	0.942	Z4	0.885
X5	0.839	Y5	0.948	Z5	0.843
X6	0.862			Z6	0.882
X7	0.873				
X8	0.849				
X9	0.850				
X10	0.813				
X11	0.815				
X12	0.843				
X13	0.662				
X14	0.771				
X15	0.856				

In Table 1, there are several invalid indicators. The subsequent calculation of the PLS Algorithm is carried out by removing each invalid indicator one by one, resulting in valid outer loading indicators. Below is a table displaying the outer loading data greater than 0.70, indicating that each indicator is considered valid and can be utilized for further research and analysis.

Table 2. Outer Loading After Invalid Indicator is Eliminated

Indicator	Outer Loadings	Indicator	Outer Loadings	Indicator	Outer Loadings
X2	0.762	Y2	0.962	Z3	0.935
X3	0.778	Y3	0.963	Z4	0.921
X4	0.841			Z6	0.928
X5	0.844				
X6	0.860				
X7	0.872				
X8	0.856				
X9	0.868				

X10	0.805		
X11	0.827		
X12	0.846		
X14	0.756		

Discriminant Validity

The validity of discriminant relates to the principle that different constructs should not exhibit a high correlation. In assessing discriminant validity, cross-loading evaluations with constructs are utilized.

Table 3. Cross Loading Factor

				G							
	X	Y	Z		X	Y	Z		X	Y	Z
X2	0.762	0.474	0.572	Y2	0.784	0.962	0.789	Z3	0.791	0.821	0.935
X3	0.778	0.540	0.528	Y3	0.791	0.963	0.798	Z4	0.715	0.740	0.921
X4	0.841	0.657	0.695					Z6	0.798	0.729	0.928
X5	0.844	0.673	0.656								
X6	0.860	0.713	0.703								
X7	0.872	0.800	0.767								
X8	0.856	0.626	0.651								
X9	0.868	0.671	0.669								
X10	0.805	0.717	0.683								
X11	0.827	0.792	0.741								
X12	0.846	0.731	0.784								
X14	0.756	0.622	0.703								

Based on the data test results involving 102 respondents, as shown in Table 3, it can be observed that the Cross Loading Factor values for each indicator across all variables are greater than the Cross Loading Factor values of others. Therefore, it can be concluded that the test conducted on the 102 respondents in this study demonstrates a good level of Discriminant Validity, making it suitable for future research and analysis.

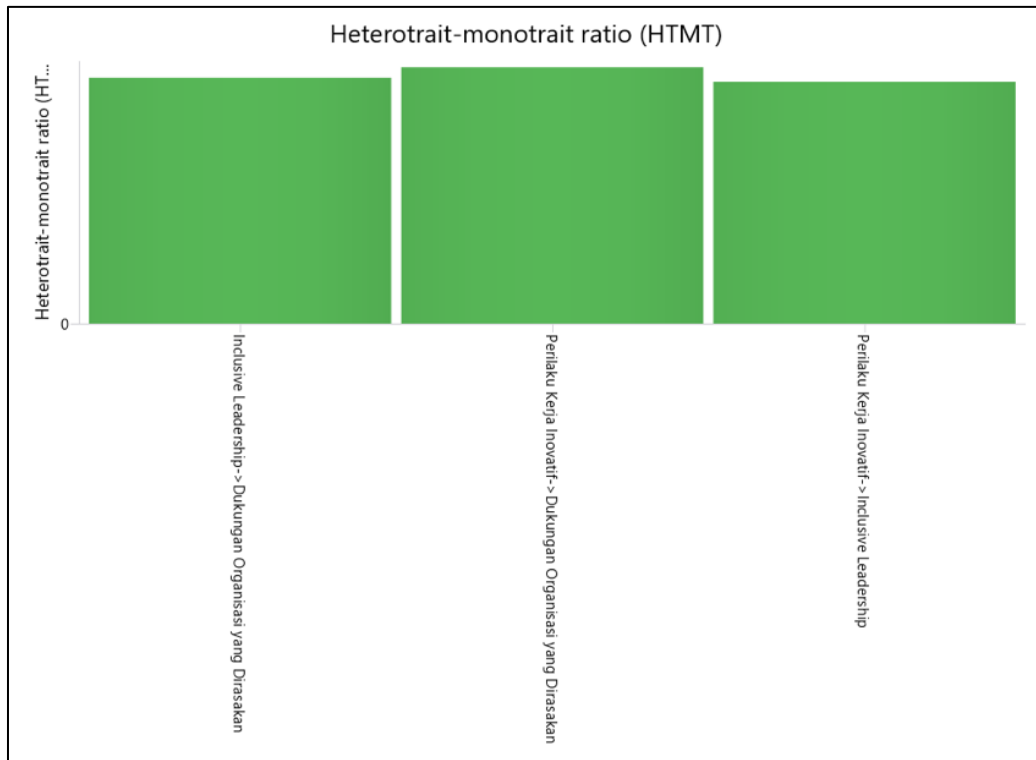


Figure 3. Heterotrait-Monotrait Ratio

HTMT represents the average value of the correlation between indicators across all constructs (specifically, the Heterotrait-Heteromethod correlation) in relation to the geometric mean of the average correlations for indicators measuring the same construct (i.e., the Monotrait-Heteromethod correlation). The criteria for assessing Discriminant Validity can be evaluated by examining the Heterotrait-Monotrait Ratio. A construct is considered to possess good Discriminant Validity if the HTMT value is below 0.90 (Mohd & Lay, 2021). As illustrated in Figure 2, the HTMT values for all variables are below 0.90, indicating that the construct can be regarded as having good Discriminant Validity.

Reliability Testing

Reliability testing is a method used to demonstrate the extent to which an instrument can yield consistent measurement results when measurements are repeated (Taber, 2018)

Table 4. Cronbach's alpha, composite reliability, and AVE

Variable	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Perceived Organizational Support	0,919	0,949	0,861
Inclusive Leadership	0,958	0,963	0,685
Innovative Work Behaviour	0,921	0,962	0,926

According to Table 4, it can be observed that all variables have a Cronbach's Alpha value greater than 0.70. Therefore, it can be concluded that each variable is considered reliable. To achieve good reliability, the composite reliability value must exceed 0.70. As indicated in Table 4, all variables have a Composite Reliability value greater than 0.70.

Thus, it can be concluded that each variable is deemed reliable. Furthermore, Table 4 demonstrates that all variables possess an Average Variance Extracted (AVE) value greater than 0.50. This indicates that each variable is considered valid.

Analysis of Structural Model (Inner Model)

The inner model is a structural model utilized to predict causal relationships (cause-and-effect relationships) among latent variables or variables that cannot be directly measured. The structural model illustrates the causal relationships between latent variables based on the substance of logical theory or practical experiences observed by previous researchers.

R-Square

R-square is a measure of the proportion of variation in the values of an endogenous variable that can be explained by its influencing or exogenous variables (Pratami, 2023). The R-square value is utilized to assess the extent of influence that specific independent latent variables have on dependent latent variables. There are three categories for classifying R-square values:

- 1) A value of R^2 equal to 0.75 falls into the strong category.
- 2) A value of R^2 equal to 0.50 is classified as moderate.
- 3) A value of R^2 equal to 0.25 is considered weak.

Table 5. *R-square*

	R-square	R-square adjusted
Perceived Organizational Support (Z)	0.687	0.683
Innovative Work Behaviour (Y)	0.737	0.732

Based on Table 5 above, the calculation results of R^2 for 102 respondents indicate that the perceived organizational support variable is influenced by the inclusive leadership variable by 68.7%, while the remaining 31.3% is affected by other variables not included in the research model. The influence of the inclusive leadership variable on perceived organizational support is 0.687, which falls into the moderate category.

Furthermore, the innovative work behavior variable is influenced by inclusive leadership and perceived organizational support by 73.7%, with the remaining 26.3% being affected by other variables not included in the research model. The impact of inclusive leadership and perceived organizational support on innovative work behavior is 0.737, also categorized as moderate.

Goodness of Fit

Based on Table 6, it can be observed that the SRMR value is 0.065 and the NFI value is 0.9, which is less than 0.9. This indicates that the NFI value does not meet the model fit criteria, as a good NFI value ranges from 0 to 1. The closer the value is to 1, the more the model can be considered fit. However, the NFI value expressed as a percentage indicates that 0.19 falls into the weak category, 0.33 into the moderate category, and 0.67 into the strong category. Therefore, the author concludes that the NFI value in this study is fit.

Table 6. Goodness of Fit

	Saturated model	Estimated model
SRMR	0.065	0.065
NFI	0.90	0.90

P-Value

The P-value can be utilized to assess the likelihood of accepting or rejecting H0, serving as a threshold between statistically significant and non-significant results. The P-value can be obtained using Smart PLS 4.1 through the bootstrapping technique. The standard value applied is < 0.05, corresponding to a significance level of 5%.

Results of Hypothesis Testing

Hypothesis testing is utilized to clarify the direction of the influence relationship between independent variables and dependent variables, along with intervening variables. This testing is conducted by examining the probability values and t-statistics. The path coefficient score or inner model is indicated by a t-table value greater than 1.98 for two-tailed hypotheses at a 5% alpha level.

Table 7. Results of Bootstrapping Calculation

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
Perceived Organizational Support -> Innovative Work Behaviour	0.467	0.432	0.111	4.213	0.000	Accepted
Inclusive Leadership -> Perceived Organizational Support	0.829	0.835	0.043	19.456	0.000	Accepted
Inclusive Leadership -> Innovative Work Behaviour	0.431	0.467	0.107	4.037	0.000	Accepted

The hypothesis for this research is a two-tailed hypothesis. The significance of the hypothesis can be assessed by comparing the t-table with the t-statistic. The acceptance criterion for the hypothesis is that the t-statistic must exceed the t-table value. Below is the table presenting the results of the hypothesis test using SmartPLS 4.1.

Tabel 8. Results of Measurement of Indirect Influence

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	Description
Inclusive Leadership -> Perceived Organizational Support -> Innovative Work Behaviour	0.387	0.360	0.091	4.263	0.000	Accepted

Based on the results of the hypothesis testing presented in Tables 7 and 8, it can be concluded that the relationship between each variable is as follows:

Inclusive Leadership Influences Perceived Organizational Support

Based on Table 7, the t-statistic value for the inclusive leadership variable in relation to perceived organizational support is 19.456, which is greater than 1.98 (t-table), and the p-value is 0.000, which is less than 0.05. The original sample value is 0.829, indicating that the influence of the inclusive leadership variable on perceived organizational support is positive. Therefore, H1 in this study is accepted. This indicates that in this research, the inclusive leadership variable, along with its indicators, has an impact on perceived organizational support, along with its indicators.

Inclusive Leadership Influences Innovative Work Behavior

According to Table 7, the t-statistic value for the inclusive leadership variable in relation to innovative work behavior is 4.037, which is greater than 1.98 (the critical t-value), and the p-value is 0.000, which is less than 0.05. The original sample value is 0.431, indicating that the influence of the inclusive leadership variable on innovative work behavior is positive. Therefore, hypothesis H2 in this study is accepted. This indicates that in this research, the inclusive leadership variable, along with its indicators, has an impact on innovative work behavior, along with its indicators.

The Perceived Organizational Support Influences Innovative Work Behavior

According to Table 7, the t-statistic value for the perceived organizational support variable in relation to innovative work behavior is 4.213, which is greater than 1.98 (t-table), and the p-value is 0.000, which is less than 0.05. The original sample value of 0.467 indicates that the influence of the perceived organizational support variable on innovative work behavior is positive. Therefore, H1 in this study is accepted. This indicates that in this research, the perceived organizational support variable, along with its indicators, has an impact on innovative work behavior, along with its indicators.

The perceived organizational support is capable of mediating the influence of inclusive leadership on innovative work behavior.

According to Table 8, the t-statistic value for the inclusive leadership variable in relation to innovative work behavior through perceived organizational support is 4.263, which is greater than 1.98 (the critical t-value), and the p-value is 0.000, which is less than 0.05. The original sample value is 0.387, indicating that in this study, the inclusive leadership variable, along with its indicators, positively influences innovative work behavior, which is also measured by its indicators, through perceived organizational support and its indicators. Therefore, H4 in this study is accepted.

The connection between inclusive leadership and perceived organizational support is vital. When leaders promote inclusivity, employees feel recognized and valued, enhancing their sense of organizational support. Conversely, when employees perceive robust organizational support, they are more likely to engage in behaviors that reinforce an inclusive workplace culture. Nevertheless, in contrast to more conventional leadership styles like authoritarian or transactional leadership, inclusive leadership prioritizes openness, acknowledgment, and involvement. While traditional approaches may deliver immediate efficiency or compliance, they frequently fail to cultivate psychological safety.

Chen et al. (2020) indicated that organizations with inclusive leaders exhibit higher levels of employee engagement and innovation, pointing to a reciprocal connection between these two factors. The concepts of inclusive leadership and perceived organizational support are deeply interconnected and mutually beneficial. Effective inclusive leadership cultivates a supportive work environment where employees are motivated to express their views and feel valued. This, in turn, improves perceived organizational support, establishing a cycle that enhances employee satisfaction and contributes to organizational success. As workplaces continue to change, nurturing inclusive leadership will be vital for organizations seeking to excel in a diverse and dynamic landscape. By emphasizing inclusivity, organizations can guarantee that all employees feel supported, engaged, and inspired to give their best efforts.

When employees feel valued and included, they are more inclined to suggest new ideas and solutions. Studies by Ghani et al., (2023) showed that when employees view their leaders as inclusive, their readiness to engage in risk-taking behavior increases. This is crucial for innovation, as it motivates team members to explore new methods without the fear of failure. Additionally, collaboration is a key component of innovative work behavior. Inclusive leaders foster teamwork by establishing an environment where team members feel comfortable sharing ideas. For instance, organizations that emphasize inclusive practices often experience increased collaboration, which enhances problem-solving capabilities. The synergy generated by diverse teams can lead to groundbreaking ideas that may not surface in more uniform environments.

The emotional aspect of perceived organizational support (POS) holds significant importance. A work environment that encourages open communication and feedback inspires employees to share their ideas without hesitation. Conversely, settings characterized by restricted communication or top-down feedback mechanisms can stifle employee expression, resulting in diminished perceptions of support and engagement. Although strict structures may enhance order and control, they frequently overlook the emotional needs of employees, which are essential for ongoing motivation and dedication. In comparison to conventional hierarchical systems, workplaces that are open and

emotionally supportive prove to be more effective in fostering trust, innovation, and the long-term well-being of employees.

Research by [Ahriansyah & Martdianty, \(2024\)](#) stated that when employees feel that their organization is open to new proposals and genuinely cares about their success, they tend to demonstrate increased levels of innovative work behavior. By acknowledging and valuing employee contributions, offering development resources, and nurturing a supportive emotional atmosphere, organizations can effectively boost their innovative potential. As the contemporary workplace continues to change, grasping this relationship will be essential for businesses seeking to excel in ever more competitive environments. Supporting employees not only enhances morale but also creates a conducive environment for innovation, ultimately resulting in greater organizational success.

Perceived organizational support plays a crucial role in bridging the gap between inclusive leadership and innovative work behavior. This concept is based on the idea that the organization appreciates its employees' contributions and cares about their well-being. In comparison to workplaces where support is limited or merely transactional, concentrating solely on output or compliance, organizations that emphasize emotional and psychological support are more inclined to encourage innovative behavior. Although transactional settings may attain efficiency, they frequently do not nurture the trust and safety necessary for creativity. Conversely, elevated levels of perceived organizational support promote a sense of belonging and psychological well-being.

When leaders exhibit inclusivity, employees feel a heightened sense of support from the organization, which subsequently boosts their commitment to innovative initiatives. Studies by [Presbitero et al. \(2025\)](#) have indicated that organizations that actively nurture a sense of support experience increased levels of employee engagement and retention, which further drives innovation. The interplay between inclusive leadership, perceived organizational support, and innovative work behavior establishes a robust framework for organizational success. As leaders embrace more inclusive practices and foster supportive environments, employees are more inclined to engage in behaviors that encourage innovation. Organizations that emphasize these aspects will not only gain from enhanced creativity and solutions to intricate challenges but also develop a more collaborative and resilient workforce. Looking ahead, promoting inclusive leadership should be regarded as vital for achieving sustained innovation in today's workplace.

5. CONCLUSION AND RECOMMENDATIONS

Based on the research findings conducted by the researchers regarding the impact of inclusive leadership on the employees of the branch office of PT Bina San Prima in Sukoharjo district, it can be concluded that inclusive leadership positively influences the perceived organizational support, inclusive leadership positively affects innovative work behavior, perceived organizational support positively impacts innovative work behavior, and perceived organizational support is capable of mediating the influence of inclusive leadership on innovative work behavior. For upcoming researchers, there exists the opportunity to examine various factors including job satisfaction, work motivation, technological proficiency, and information management, as well as other elements that could influence employee performance at the Sukoharjo branch of PT Bina San Prima.

Moreover, subsequent studies might consider a cross-industry perspective or employ comparative international samples to determine if analogous trends are observable in different sectors or cultural settings, thus improving the generalizability and relevance of the results.

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