

How Inclusive Leadership Fosters Innovative Work Behavior: The Serial Mediating Roles of Psychological Safety and Employee Resilience among Generation Z Employees

Geo Doddy Ferianda S Meliala^{a*}, Citra Adi Pratiwi^b, Rae Carter First Randall Nainggolan^c, Anita Maharani^d

^{abcd}Management Department, BINUS Business School Master Program, Bina Nusantara University, Jakarta, Indonesia

*Corresponding author e-mail: geo.meliala@binus.ac.id

ARTICLE INFO

DOI: 10.32832/jmuika.v17i3.24925

Article history:

Received:

18 Agustus 2026

Accepted:

04 Oktober 2026

Available online:

07 Oktober 2026

Keywords:

Inclusive leadership, psychological safety, employee resilience, innovative work behavior, generation z

ABSTRACT

This study examines the effect of inclusive leadership presence in the workplace, specifically targeting Generation Z. This study examine inclusive leadership may affect psychological safety, resilience, and innovative work behavior. The literature used to develop the research model addressed the research problems; moreover, the literature on inclusive leadership, psychological safety, resilience, and innovative work behavior was used. The research approach applied in this study employs an explanatory quantitative design, and the researcher collected data via an online questionnaire from 210 active Generation Z employees in the Greater Jakarta area who had been working for at least 1 year. To analyze the data, the researcher conducted Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS. Structural model evaluation indicates that inclusive leadership significantly enhances psychological safety, which then serves as a crucial underlying mechanism that strengthens employee resilience and innovative work behavior.

INTRODUCTION

In the contemporary business landscape, organizations face unpredictable challenges driven by rapid digitalization and demographic workforce shifts. Digitalization is transforming operations across the board, elevating technology from a support function to the core of competitive advantage. Consequently, businesses must cultivate exceptional individual adaptability, requiring workers to continuously update their mindsets and rapidly master new tools amidst a constant information flow.

Amidst this wave of digital acceleration, Generation Z (born 1997–2012) has begun to dominate professional career areas, particularly in the information technology sector and digital-based industries. Generation Z, considered digital natives, possesses a natural advantage in technological literacy and agility in responding to new digital instruments. However, a critical paradox emerges: despite being highly adaptive to technology, Generation Z actually exhibits higher vulnerability to psychological stress caused by rapid and relentless change (Dwidienawati, Pradipto, & Gandasari, 2025). The World Health Organization estimates that depression and anxiety disorders cost the global economy approximately US\$ 1 trillion annually in lost productivity, much of which is concentrated among young workers entering high-pressure digital economies (WHO, 2026).

Massive digital change demands a shift from a fixed to a growth mindset, and from a reliance on clear structures to comfort with ambiguity. Yet, when these demands lack safe spaces to fail, Gen Z workers feel constantly evaluated without adequate psychological support, leading to burnout and resignation.

The main problem facing Generation Z in the current workplace can be summarized as follows: there exists a sharp gap between the demands of rapid digital change (which requires high adaptability, a growth mindset, and strong resilience) and the reality of organizational support that remains oriented toward traditional leadership models. For Generation Z, competitive financial compensation alone is no longer sufficient. They openly demand a workplace ecosystem that actively prioritizes mental well-being, diversity and inclusion, and freedom of expression without fear of judgment. When organizations fail to provide a safe space for adaptation and to build a resilient system, Gen Z employees easily lose motivation, become reluctant to take risks (even though risk is the heart of digital innovation), and retreat under pressure (Surugiu, Surugiu, Gradinaru, & Grigore, 2025).

While unstable working conditions hinder employee initiative, inclusive leadership effectively counteracts this by cultivating a safe, empowering climate, overcoming the limitations of traditional, top-down approaches (Zhang & Zhao, 2023).

Inclusive leadership fosters a sense of belonging and values diversity to create a psychologically safe work environment (Roberson, 2021). While the conceptual value of inclusive leadership is well recognized, a crucial empirical gap remains regarding its underlying psychological

mechanisms. Existing research rarely explains how inclusive leaders can simultaneously foster resilience and encourage innovative work behavior under high uncertainty (Kuknor & Bhattacharya, 2022).

Previous study still lack in exploring whether resilience and innovative work behavior resulted from a single or two factors from psychological mechanism. Therefore there is an opportunity to explore such established mechanism and contribute to knowledge.

Therefore, this study aims to investigate in depth how inclusive leadership fosters a sense of psychological safety, which in turn is expected to strengthen employee resilience and encourage innovative work behavior among Generation Z employees.

To navigate an era of increasing uncertainty conceptualized as a BANI (Brittle, Anxious, Non-linear, Incomprehensible) environment by Cascio (2020) organizations must adapt their leadership styles to foster positive outcomes in the workplace. The contemporary global business landscape demands an evaluation of the relationship between leadership and performance through organizational mechanisms, particularly those grounded in Social Exchange Theory (SET) as reviewed by Cropanzano and Mitchell (2005). This theory explains how supportive behavior fosters high-quality relationships that reduce anxiety in the workplace and mitigate the fear of negative evaluation.

Viewed through the lens of Social Exchange Theory (SET), when leaders treat their team fairly and offer strong interpersonal support, employees naturally feel valued and trusted. This reciprocal dynamic systematically lowers the fear of negative evaluation, ultimately building a strong sense of psychological safety. This reasoning is well-supported by Carmeli et al., (2010) and Yang (2025), whose findings show that inclusive leadership is positively linked to psychological safety, acting as a crucial mechanism in the workplace. Furthermore, Edmondson and Lei (2014) point out that supportive and inclusive interpersonal relationships are foundational antecedents to creating psychological safety.

Hypothesis 1. Inclusive leadership has a positive and significant influence on employee psychological safety.

Psychological Safety and Employee Resilience. Psychological safety gives individuals a secure space to process failures and daily operational pressures without the heavy burden of interpersonal stress, which essentially lays the groundwork for long-term mental toughness. Kahn (1990) argued early on that people feel much more secure, personally engaged, and resilient when their work environment guarantees psychological safety. This aligns with a systematic literature review by Newman et al., (2017), showing that a psychologically safe environment enables employees to better handle uncertainty, interpersonal risks, and workplace stress. Later, Dong et al., (2024) found the necessity to re-asses psychological related issues as a contributor to employee and organization.

Hypothesis 2. Psychological safety has a positive and significant influence on employee resilience.

Psychological Safety and Innovative Work Behavior. By its very nature, innovative work behavior involves the risk of rejection. However, when employees feel psychologically safe, they become much bolder in voicing their ideas, running experiments, and taking risks without the lingering fear of punishment. This perspective is reinforced by Edmondson (1999), who found that psychological safety directly paves the way for learning behaviors and risk-taking within teams. Echoing this, Li and Tang (2022) demonstrated that high levels of psychological safety break down defensive walls, thereby motivating employees to generate and share highly original, innovative ideas. Moreover, any psychological mechanism also has role in creating innovative work behavior Karademir et al., (2025).

Hypothesis 3. Psychological safety has a positive and significant influence on innovative work behavior.

Inclusive Leadership and Employee Resilience. The emotional backing provided by an inclusive leader act as a vital social resource. It strengthens an employee's psychological capacity to bounce back from adversity and high-pressure situations. This direct link is backed by Gong et al., (2023), who proved that inclusive leadership plays a significant role in building and boosting employee resilience. Similarly, Li and Tang (2022) suggest that inclusive leaders proactively equip their teams with the psychological resources needed to overcome various workplace hurdles. Moreover, inclusive leadership have positive correlation with employee resilience since it become employee's basic needs (Liu, Fang, & He, 2025).

Hypothesis 4. Inclusive leadership has a positive and significant influence on employee resilience.

Inclusive Leadership and Innovative Work Behaviour. Inclusive leadership goes beyond merely making people feel safe; it involves delegating authority in a way that motivates employees to give back through proactive behaviours and fresh solutions. This connection is supported by Javed et al., (2019), whose research highlights a direct, positive, and significant impact of inclusive leadership on innovative work behavior. Additionally, Carmeli et al., (2010) assert that the active involvement of an inclusive leader directly drives and enhances employee participation in creative workplace tasks. Moreover, inclusive leadership may improve employee's innovative work behavior that will promote sustainable development of business (Zhang & Zhao, 2023).

Hypothesis 5. Inclusive leadership has a positive and significant influence on innovative work behavior

Employee Resilience and Innovative Work Behavior. Innovation is rarely a straight line; it is often riddled with early failures. Highly resilient employees tend to view these setbacks simply as part of the learning curve, which keeps them persistent in their innovative efforts. This logic is backed by Lisbet et al., (2023), who identified a strong positive effect of employee resilience on innovative work behavior, especially in high-pressure settings. These findings are

further confirmed by Damayanti and Kurniawan (2023), whose regression analysis illustrates that psychological resilience is a key driver in sparking innovative work behavior. Mohammad et al., (2024) even able to declare that employee resilience is creating more than just innovative work behavior but further is related with sustainability.

Hypothesis 6. Employee resilience has a positive and significant influence on innovative work behavior.

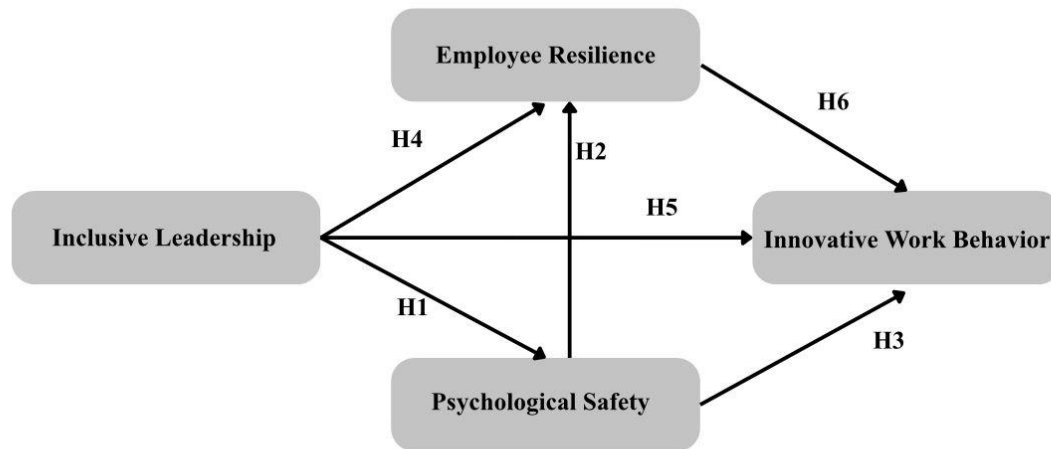


Figure 1. Research Model (as adopted from previous studies)

RESEARCH METHODS

Population and Sample. The population targeted in this study consisted of active Generation Z corporate employees (aged 22–28) in the Greater Jakarta area. This cohort was selected due to their high exposure to ongoing technological shifts, economic uncertainty, and demanding workplace changes. Because a definitive sampling frame was unavailable, a purposive sampling approach was utilized. Respondents were required to have a minimum organizational tenure of one year, which ensures adequate professional interaction to accurately evaluate their supervisor's leadership and the team's psychological climate. Furthermore, to produce stable parameter estimates within an SEM framework, the sample size was determined based on guidelines by Hair et al., (2019), recommending a ratio of 5 to 10 times the total number of measurement indicators.

Instruments. The research instrument for this study was developed by adapting established measurement scales from previous scientific literature to evaluate the four latent constructs. Primary data were collected directly from respondents using a structured electronic questionnaire distributed via the Google Forms platform. All variables are operationalized and measured using a uniform 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), to maintain an ideal balance between respondents' ease of response and the instrument's ability to capture variations in perception. To ensure data integrity, the digital questionnaire is equipped with automated screening or filter questions at the introductory stage to verify that all

respondents strictly meet the predetermined inclusion criteria of Generation Z corporate employees.

Operationalization of Variables. The variables in this study are operationalized into measurable indicators, which serve as the foundation for developing the research instrument. The explanation of these indicators is summarized in Table 1.

Table 1. Research Variable Operationalization Matrix

Variable	Operational Definition	Measurable Indicators
Inclusive Leadership as adopted from Carmeli et al., (2010)	Leader behaviors characterized by openness, supportiveness, and an appreciation for individual uniqueness and contributions.	1. Openness to ideas. 2. Support and accessibility. 3. Appreciation of uniqueness.
Psychological Safety adopted from Edmondson (1999)	Employees' belief that the work environment is safe for interpersonal risk-taking without fear of negative consequences.	1. Safe to express opinions. 2. No fear of technical mistakes. 3. Team interpersonal support.
Employee Resilience adopted from Shin et al., (2012)	An individual's psychological capacity to endure, adapt, and bounce back from workplace pressures or constraints.	1. Adaptation to work changes. 2. Bouncing back from pressure. 3. Endurance in facing obstacles.
Innovative Work Behavior adopted from Janssen (2010)	Employee activities involving generating, introducing, promoting, and applying novel ideas.	1. Generating creative ideas. 2. Seeking alternative methods. 3. Implementing new solutions.

Source: Carmeli et al., (2010); Edmondson (1999); Shin et al., (2012); Janssen (2010)

Data Analysis Method. Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software. The analytical procedure involves two primary stages based on the recommendations of Hair et al., (2019):

1. Measurement Model Evaluation (Outer Model): Testing convergent validity (loading factor > 0.7 and AVE > 0.5), discriminant validity using the Heterotrait-Monotrait Ratio (HTMT < 0.90) index criteria, as well as reliability testing (Cronbach's Alpha and Composite Reliability > 0.7).
2. Structural Model Evaluation (Inner Model): Measuring the coefficient of determination for endogenous variables and testing the hypotheses (path coefficients) with the criteria of t-statistics > 1.96 and p-value < 0.05 using the bootstrapping method.

RESULTS & DISCUSSION

The research object focused on active employees representing Gen Z in the work environment of the Jakarta area, with a total confirmatory data sample of 210 respondents who met the

instrument selection qualifications. All primary data collected through electronic questionnaires were analyzed using the Partial Least Squares-based Structural Equation Modeling (PLS-SEM) method. The empirical model evaluation process was carried out in stages, including the measurement model evaluation (outer model evaluation) to ensure the validity and reliability of the instrument, followed by the structural model evaluation (inner model evaluation) to prove the significance of the causal relationships between variables and test the proposed hypotheses.

Respondent Profile. A descriptive analysis of demographic characteristics (gender and tenure) was conducted to verify that the sample met the purposive inclusion criteria: active Generation Z employees aged 22–28 with at least one year of tenure.

Respondent Profile Based on Gender. Based on the empirical data compilation from 210 respondents, the gender distribution of the sample shows an interesting industry reality where female worker representation shows a massive strengthening trend. The complete frequency distribution of the profile based on gender is presented in Table 2.

Table 2. Respondent Gender

Gender	Total	Percentage
Male	87	41.4%
Female	123	58.6%
Total	210	100%

Source: Dara Reseach (Processed), 2026

Referring to the empirical data presentation in Table 2., most respondents in this study are female, reaching a total of 123 people, equivalent to 58.6% of the entire sample. Meanwhile, the male worker group is represented by 87 respondents with a proportion of 41.4%. The dominant participation of women from this Generation Z cluster indicates a sociological structural shift in the corporate landscape of the Jakarta area, where female talents are now taking an increasingly dominant and active role in corporate sectors.

Respondent Profile Based on Total Work Experience at the Company. The factor of a person's duration or tenure in the corporate ecosystem reflects the level of organizational socialization, emotional stability, and technical maturity in responding to environmental pressures. To ensure compliance with the sample criteria in Chapter 3 (minimum tenure of 1 year), the respondent distribution is presented in Table 3.

Table 3. Respondent Distribution Based on Work Experience

Total Work Experience at the Company	Total	Percentage
1 - 3 Year	126	60.0%
3 - 5 Year	62	29.5%
> 5 Year	22	10.5%
Total	210	100%

Source: Dara Reseach (Processed), 2026

The data in Table 3., indicate that all respondents have met the work experience qualification of over 1 year. The majority of respondents have a work tenure ranging from 1 to 3 years with a total of 126 people (60.0%), followed by the group of respondents with a tenure of 3 to 5 years totaling 62 people (29.5%). Meanwhile, the remaining 22 respondents (10.5%) have served for more than 5 years in their respective institutions. This composition confirms the typical psychological characteristics of Generation Z who are in the transition of the early operational career phase (early-to-mid career stage). In this tenure range, the drive for innovative expression is very high, but the barrier of vulnerability to work environment stress is at its most crucial point.

Measurement Model Evaluation. The measurement model evaluation or Outer Model is the initial stage in the research aimed at validating the quality of the research instrument by ensuring that each indicator can accurately represent the construct. This test includes the evaluation of convergent validity, construct reliability, and discriminant validity.

Convergent Validity and Reliability Test. Convergent validity is measured based on the Average Variance Extracted (AVE) value, which is required to be greater than 0.50 to prove that the construct can explain more than half of its indicator's variance (Hair et al., 2019). Meanwhile, internal measurement stability is evaluated using the Cronbach's Alpha reliability index and Composite Reliability with a minimum feasibility threshold of 0.70. The calculation results using the SmartPLS algorithm are comprehensively presented in Table 4.

Table 4. Convergent Validity and Construct Reliability Matrix

Research Variable	Cronbach's Alpha	Composite (rho_c)	Reliability	AVE
Inclusive Leadership (X)	0.944	0.953		0.691
Psychological Safety (M1)	0.866	0.901		0.607
Innovative Work Behavior (Y)	0.904	0.926		0.676
Employee Resilience (M2)	0.825	0.868		0.529

Source: Data Reseach (Processed), 2026

Based on the empirical tabulation in Table 4., all variables have AVE values above the minimum threshold of 0.50. The Inclusive Leadership variable recorded an AVE of 0.691; Psychological Safety at 0.607; Innovative Work Behavior at 0.676; and Employee Resilience at 0.529. These results prove that the convergent validity criteria are fully and convincingly met. Furthermore, the accuracy of the instrument's reliability estimation can be seen from the attainment of Cronbach's Alpha and Composite Reliability scores, which overall exceed the critical value of 0.70. The highest value was achieved by the Inclusive Leadership variable ($\rho = 0.953$; $\text{Alpha} = 0.944$), followed by Innovative Work Behavior ($\rho = 0.926$), Psychological Safety ($\rho = 0.901$), and Employee Resilience ($\rho = 0.868$). These statistical findings confirm the excellent internal consistency quality of the research instrument without any indication of measurement bias.

Discriminant Validity. Discriminant validity is evaluated referring to the modern method, namely the Heterotrait-Monotrait Ratio (HTMT) coefficient criteria. According to the latest scientific criteria, discriminant validity is considered robust if the ratio value between latent constructs is below the strict limit of 0.90 (Hair et al., 2019; Henseler, Ringle, & Sarstedt, 2014). The HTMT calculation matrix is presented in Table 5.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Criteria Matrix

Latent Construct	Inclusive Leadership	Psychological Safety	Innovative Behavior	Employee Resilience
Inclusive Leadership (KI)	-			
Psychological Safety (KP)	0.846	-		
Innovative Work Behavior (PI)	0.451	0.648	-	
Employee Resilience (RK)	0.515	0.594	0.749	-

Source: Data Reseach (Processed), 2026

Based on the HTMT parameter test results in Table 5., the highest intercorrelation occurred between the Employee Resilience and Innovative Behavior constructs at 0.749, followed by the interaction of Inclusive Leadership and Psychological Safety at 0.846. Considering that all HTMT ratio index values are below the conservative criterion of < 0.90, it is concluded that the discriminant validity of this instrument is valid and legitimate. This means that each latent variable measures a unique and empirically distinct conceptual entity. While outer loadings as presented Table 6.

Table 6. Outer Loadings

	Inclusive Leadership	Psychological Safety	Innovative Work Behavior	Employee Resilience
KI2	0,901			
KI3	0,873			
KI4	0,788			
KI5	0,807			
KI6	0,764			
KI7	0,809			
KI8	0,770			
KI9	0,862			
KI1	0,896			
KP1		0,822		
KP2		0,584		
KP3		0,858		
KP4		0,808		
KP5		0,864		
KP6		0,697		

	Inclusive Leadership	Psychological Safety	Innovative Work Behavior	Employee Resilience
PI3			0,796	
PI4			0,859	
PI5			0,823	
PI6			0,778	
RK1				0,600
RK2				0,655
RK3				0,723
RK4				0,860
RK5				0,881
RK6				0,582

Source: Data Reseach (Processed), 2026

Structural Model Analysis. Coefficient of Determination (R-Square). The R-Square value indicates the percentage of variance of each endogenous variable that can be simultaneously explained by its exogenous variables. The coefficient of determination parameter outputs is summarized in Table 7.

Table 7. R-Square Value Test Results

Endogenous Variable	R-Square Value	Predictive Power Category
Psychological Safety (M1)	0.595	Moderate - Strong
Innovative Behavior (Y)	0.572	Moderate - Strong
Employee Resilience (M2)	0.250	Weak

Source: Data Reseach (Processed), 2026

The statistical findings in Table 5.3.1 show the R-Square value of the Psychological Safety construct is 0.595. This indicates that 59.5% of the variance in Gen Z workers' sense of mental safety is directly influenced by the variability of the supervisor's Inclusive Leadership style, while the remaining 40.5% is explained by other determinants. Furthermore, Innovative Behavior obtained an R-Square score of 0.572, proving that the integration of the Inclusive Leadership, Psychological Safety, and Employee Resilience models can explain the variance of innovative behavior by 57.2%. Meanwhile, the R-Square value for Employee Resilience, recorded at 0.250, shows the contribution of Inclusive Leadership's influence at 25%, which is categorized as weak but still significant in the context of individual basic mental conditioning.

Hypothesis Testing Result. The estimation of the causality influence direction magnitude and significance between variables was identified through the Path Coefficients parameter derived from Bootstrapping processing using SmartPLS. Based on scientific criteria, a relationship is declared significant if it has a T-statistics value > 1.96 , P-values < 0.05 , and the Bias-Corrected

Confidence Interval range (5.0% to 95.0%) does not include or cross the number zero (0). The complete results of the direct effect testing are summarized in Table 8.

Table 8. Estimation Results of Path Coefficients Values (Direct Effects)

Hypot thesis	Path	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	CI Bias Corrected [5.0%, 95.0%]
H1	Inclusive Leadership→Psych ological Safety	0.770	0.770	0.076	10.109	0.000	[0.611, 0.867]
H2	Psychological Safety → Employee Resilience	0.425	0.426	0.216	1.961	0.025	[-0.004, 0.719]
H3	Psychological Safety→ Innovative Work Behavior	0.389	0.375	0.146	2.674	0.004	[0.152, 0.627]
H4	Inclusive Leadership→Emplo yee Resilience	0.174	0.194	0.251	0.693	0.244	[-0.208, 0.620]
H5	Inclusive Leadership→Innov ative Work Behavior	-0.173	-0.193	0.180	0.961	0.168	[-0.422, 0.198]
H6	Employee Resilience → Innovative Work Behavior	0.585	0.605	0.085	6.878	0.000	[0.396, 0.690]

Source: Data Reseach (Processed), 2026

And, the illustration is as follow in Figure 2.

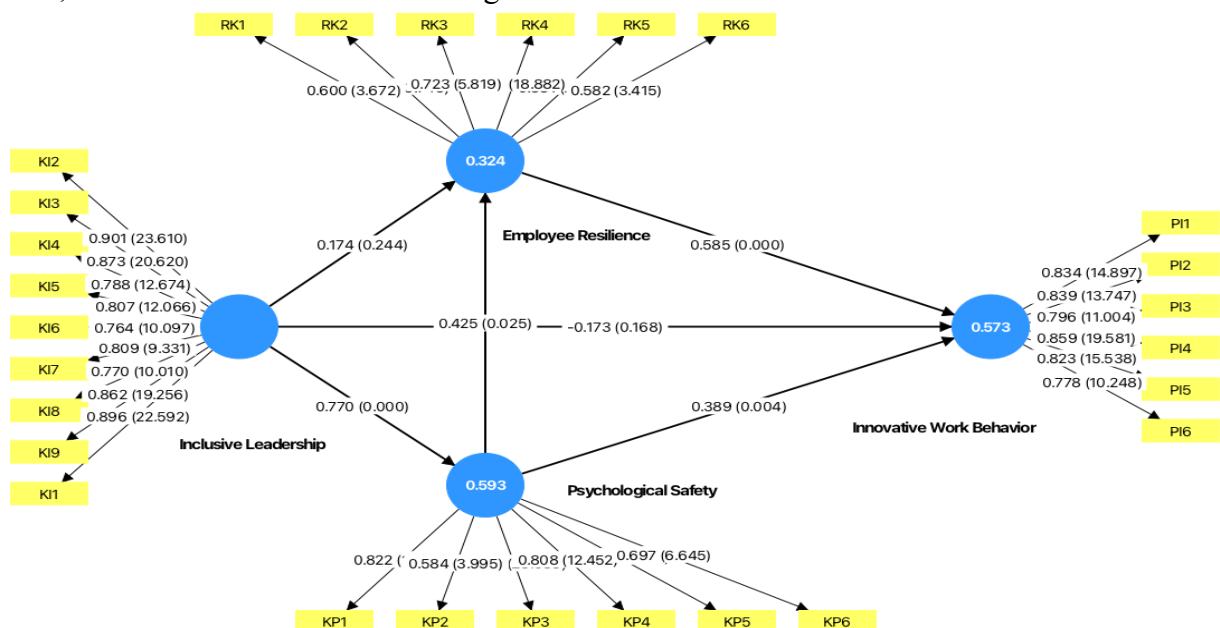


Figure 2. Structural Model Visual Output (Source: data analysis result)

Discussion. This study show interesting fact based on the respondents involved; Gen Z, that mostly female, mostly have work experience at company between 1 to 3 years of service. The discussion will be based on hypothesis testing.

Hypothesis 1 is accepted, and this confirms the previous study from Carmeli et al., (2010) and Yang (2025). What can be learn from this result is that leaders show openness, accessibility and fair treatment will be able to reduce social anxiety among employees. In terms of organizational culture, the presence of inclusive leadership will be able to create work environment that eliminates barriers and will possible to increase participation within employees at work. The situation will possible to help employees contribute and increase their productive capacity without feeling fear of judgement.

Hypothesis 2 is accepted, and this finding leads to two important implications. First, it will be able to show that workplaces may contribute to employee's mental health. By practising psychological safety, companies will be able to help employees cope with daily work stress. This situation is particularly valuable for employees' facing issues related to work stress. Second, there is also potential limitation, where companies must be able to be realistic about their impact, and recognize that resilience is formulated based on not only single factors and it will be something beyond organization's control. This research confirmed Newman et al., (2017) and Dong et al., (2024).

Hypothesis 3 is accepted, this finding changes the narrative about generations, and the needs of investing in psychological safety is not just about well-being, but also an investment. This study confirmed previous findings from Lin and Tang (2022) and Karademir et al., (2025).

Hypothesis 4 is rejected, and this finding will lead to suggestion that employee resilience doesn't affect by leaders practising inclusivity, it may also indicate that respondents expect that besides of being inclusive, there will be other leadership style that may affect them as employee. Or, it may also be possible that employee resilience was not something that caused by the act of leadership. This finding however, contradict with previous findings such as Gong et al., (2023) and Li and Tang (2022) and Liu et al., (2025).

Hypothesis 5 is rejected, and this finding showed innovative work behavior might not be influenced by the presence of inclusive leadership. This finding contradicts to previous study, but this might need to be explore further since previously Carmeli et al., (2010) and Zhang et al., (2023) found inclusive leadership affect innovative work behavior positively.

Hypothesis 6 is accepted, and this finding confirm study from Lisbet et al., (2023); Damayanti and Kurniawan (2023); and Mohammad et al., (2024), that a strong positive effect of employee resilience found on innovative work behavior.

CONCLUSION & SUGGESTION

The aim of this study is to assess whether six hypotheses proposed is supported or not

supported. Result showed two out of six hypotheses were not supported, and this leads to discussion on possible cause, that might be vary since we only explore direct effect. Interestingly, inclusive leadership does not affect both employee resilience and innovative work behavior within Gen Z. Further study may be possible to explore factors affecting the role of inclusive leadership, or what factors that might affect employee resilience and innovative work behavior.

REFERENCES

- Dwidienawati, D., Pradipto, Y., & Gandasari, D. (2025). Internal and External Factors Influencing Gen Z Wellbeing. *BMC Public Health*, 25(1584), <https://doi.org/10.1186/s12889-025-22124-5>.
- WHO. (2026, 09 15). Retrieved September 2026, from <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>
- Surugiu, C., Surugiu, M.-R., Gradinaru, C., & Grigore, A.-M. (2025). Factors Motivating Generation Z in the Workplace: Managerial Challenges and Insights. *Administrative Science*, 15(1), 29. <https://doi.org/10.3390/admsci15010029>.
- Zhang, G., & Zhao, W. (2023). The Impact of Inclusive Leadership on Employees Innovative Behavior - an Intermediary Model with Moderation. *Leadership and Organization Development Journal*, 45(1), 64-81. <https://doi.org/10.1108/LODJ-06-2023-0287>.
- Roberson, Q. (2021). Inclusive Leadership in Thought and Action: A Thematic Analysis. *Group and Organization Management*, 47(4), <https://doi.org/10.1177/10596011211013161>.
- Kuknor, S. C., & Bhattacharya, S. (2022). Inclusive Leadership: New Age Leadership to Foster Organizational Inclusion. *European Journal of Training and Development*, 46(9), 771-797. <https://doi.org/10.1108/EJTD-07-2019-0132>.
- Cascio, J. (2020, 4 30). Facing the Age of Chaos.
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>.
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive Leadership and Employee Involvement in Creative Tasks in the Workplace: The Mediating Role of Psychological Safety. *Creativity Research Journal*, 22(3), 250-260. <https://doi.org/10.1080/10400419.2010.504654>.
- Yang, Z. (2025). Impact Mechanism of Inclusive Leadership on Employee's Workplace Wellbeing in Service Enterprises: a Chain Mediation Model of Relational Identification and Job Embeddedness. *Frontiers in Psychology*, 16, 1-15: DOI:10.3389/fpsyg.2025.1679002.
- Edmonson, A., & Lei, Z. (2014). Psychological Safety: The History, Renaissance, and Future of an Interpersonal Construct. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 23-43. DOI: 10.1146/annurev-orgpsych-031413-091305.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *The Academy of Management Journal*, 33(4), 692-724. <https://doi.org/10.2307/256287>.
- Newman, A., Donohue, R., & Eva, N. (2017). Psychological Safety: A Systematic Review of Literature. *Human Resource Management Review*, 27(3), 521-535. <https://doi.org/10.1016/j.hrmr.2017.01.001>.
- Dong, R. K., Li, X., & Hernan, B. R. (2024). Psychological Safety and Psychosocial Safety Climate in Workplace: A Bibliometric Analysis and Systematic Review Towards a Research Agenda. *Journal of Safety Research*, 91, 1-19. <https://doi.org/10.1016/j.jsr.2024.08.001>.

- Edmondson, A. (1999). Psychological Safety and Learning Behavior in Work Teams. *Administrative Science Quarterly*, 44(2), 350-383. <https://doi.org/10.2307/2666999>.
- Li, T., & Tang, N. (2022). Inclusive Leadership and Innovative Performance: A Multi-Level Mediation Model of Psychological Safety. *Frontiers in Psychology*, 13, 1-13. <https://doi.org/10.3389/fpsyg.2022.934831>.
- Karademir, O., & Ozturk, A. (2025). The Role of Psychological Safety in the Impact of Inclusive Leadership on Innovative Work Behavior. *The Journal of Third Sector Economic Review*, 60(4), 3624-3641. <https://doi.org/10.63556/tisej.2025.1619>.
- Gong, L., Zhang, S., & Liu, Z. (2023). The Impact of Inclusive Leadership on Task Performance: a Moderated Mediation Model of Resilience Capacity and Work Meaningfulness. *Baltic Journal of Management*, 19(1), 36-51. <https://doi.org/10.1108/BJM-01-2023-0029>.
- Liu, Y., Fang, Y., & He, G. (2025). The Effect of Inclusive Leadership on Employee Wellbeing. *Scientific Reports*, 15(1), 39991. doi: 10.1038/s41598-025-23703-7.
- Javed, B., Naqvi, S. M., Khan, A. K., Arjoon, S., & Tayyed, H. H. (2019). Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Psychological Safety. *Journal of Management and Organization*, 25(1), 117-136. <https://doi.org/10.1017/jmo.2017.3>.
- Lisbet, Z. T., Arafah, W., & Aseanty, D. (2023). The Influence of Employee Wellbeing and Employee Resilience on Innovation Work Behavior Mediated By Work Climate in the Insurance Industry in DKI Jakarta. *International Journal of Environmental, Sustainability, and Social Science*, 4(3), 865-878. DOI: <https://doi.org/10.38142/ijesss.v4i3.414>.
- Damayanti, D. W., & Kurniawan, J. E. (2023). Innovative Work Behavior in Employed Homemakers: The Role of Work-family Balance and Resilience. *Journal of Eastern European and Central Asian Research*, 10(2), 293-300. <https://doi.org/10.15549/jeecar.v10i2.1045>.
- Mohammad, S., Sagsan, M., & Sesen, H. (2024). The Impact of “Learning Organizations” on Innovation: The Mediating Role of “Employee Resilience” and Work Engagement. *Sage Open*, 14(4), <https://doi.org/10.1177/21582440241289185>.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. (2019). When to Use and How to Report the Results of PLS-SEM. *European Business Review*, 31(1), 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2014). A New Criterion for Assessing Discriminant Validity in Variance-based Structural Equation Modelling. *Journal of Academy of Marketing*, 43, 115-135. <https://doi.org/10.1007/s11747-014-0403-8>.