



Psychological Empowerment Mediates the Effects of Inclusive Leadership and Workplace Spirituality on Employee Innovative Behavior

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Abstract

This study aims to investigate the mediating role of psychological empowerment in the relationship between inclusive leadership, workplace spirituality, and employee innovative behavior within technology-based companies. Utilizing a quantitative approach, survey data were collected from 254 employees across the Greater Jakarta region and analyzed using Structural Equation Modeling (SEM) in AMOS. The results reveal that both inclusive leadership and workplace spirituality positively influence employee innovative behavior. Notably, while workplace spirituality directly enhances psychological empowerment, inclusive leadership lacks a significant direct association with it. Despite this nuance, psychological empowerment successfully mediates the impact of both inclusive leadership and workplace spirituality on innovative behavior, acting as a crucial internal driver of workplace innovation. Practically, these findings imply that to sustain competitiveness, technology firms must actively cultivate inclusive leadership practices and nurture workplace spirituality, leveraging both to boost employees' psychological empowerment and foster a continuous culture of innovation.

Keywords: *Inclusive Leadership, Workplace Spirituality, Psychological Empowerment, Employee Innovative Behavior*

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1. INTRODUCTION

The rapid progression of digital technology has fundamentally changed the competitive landscape for contemporary organizations, particularly those operating in technology-driven sectors. To maintain a competitive advantage, companies must continuously modernize their products, services, and operational processes while responding effectively to changing market demands and technological disruptions. While technological infrastructure provides an important foundation for innovation, organizational and human factors also play a key role in shaping how companies use technological resources to support innovation (Mamonov & Peterson, 2021). Consequently, employee innovative behavior has emerged as a critical organizational capability necessary for sustaining business performance, innovation performance, and strategic adaptability (Li, 2026). This imperative is especially evident in Indonesia's technology sector, which has expanded rapidly over the last decade. The growth of digital startups, technology-based companies, and innovation-focused companies has intensified market competition, increasing organizations' demand for employees who can deliver creative ideas and innovative solutions. Identifying the factors that foster employee innovative behavior has become an important priority for researchers and industry practitioners.

Previous studies have extensively examined employee innovative behavior. For example, following the COVID-19 pandemic, Nilasari et al. (2022) studied employee innovative behavior. This study extends the existing literature by examining employee innovative behavior from a leadership perspective, focusing on leadership as an organizational factor that may foster innovative behavior in the workplace. Existing research shows that leadership styles and work conditions are important factors influencing employees' innovative behavior. Inclusive leadership, characterized by leaders who are open, accessible, and receptive to employees' input, has received increasing attention (Zeng et al., 2020). Employees are more likely to participate in organizational decision-making when leaders foster an inclusive work environment in which they feel valued and respected. At the same time, workplace spirituality is recognized as an important organizational factor because it helps employees find meaning in their work, develop a sense of community, and align their personal values with organizational values (Bantha & Nayak, 2021). Both factors can create a supportive work environment that encourages employees to generate and develop new ideas. Although these organizational factors are important, employees' internal psychological states also play a critical role in fostering innovative behavior. Spreitzer (1995) conceptualized psychological empowerment as comprising four dimensions: meaning, competence, self-determination, and impact. Higher levels of psychological empowerment are associated with greater initiative, self-confidence, and proactive problem-solving among employees. Psychological empowerment often mediates the relationship between organizational factors and positive employee outcomes.

Several important research gaps remain regarding the relationships among Inclusive leadership, workplace spirituality, psychological empowerment, and employee innovative behavior. First, most previous studies have examined inclusive leadership and workplace spirituality separately as predictors of employee outcomes rather than integrating them into a single explanatory model. Second, although psychological empowerment has been recognized as an important mediator, limited research has examined whether it simultaneously mediates the relationship between inclusive leadership and employee innovative behavior and the relationship between workplace spirituality and employee innovative behavior. Third, most existing empirical studies have been conducted outside Indonesia, particularly in other Asian countries such as China and India, highlighting the need to examine these relationships within Indonesia's rapidly growing technology sector. Addressing these gaps matters because technology employees face increasing pressure to adapt to rapid technological change while also contributing innovations that sustain organizational competitiveness. Examining how leadership practices and workplace conditions collaboratively foster employee innovative behavior through the lens of psychological empowerment can provide a more comprehensive understanding of employee innovation in knowledge-intensive settings.

To address these gaps, this study offers both theoretical and practical contributions. Theoretically, it advances organizational behavior literature by synthesizing inclusive leadership and workplace spirituality into a unified conceptual model to explain employee innovative behavior, while positioning psychological empowerment as the mediating mechanism

linking these organizational factors to employee innovative behavior. Practically, provides empirically grounded insights into how technology-based companies in Indonesia can foster employee innovative behavior through leadership, workplace spirituality, and psychological empowerment. Ultimately, this study examines how psychological empowerment mediates the relationship between inclusive leadership and employee innovative behavior, as well as the relationship between workplace spirituality and employee innovative behavior, among employees of technology-based companies in the Greater Jakarta Area (Jakarta, Bogor, Depok, Tangerang, and Bekasi).

2. LITERATURE REVIEW

2.1 Inclusive Leadership

Inclusive leadership is a relational leadership approach. Zhen and Tang (2026) define inclusive leadership as an approach that emphasizes extending equitable treatment and respect for all team members. This leadership style fosters a safe space where employees feel encouraged to participate and provide constructive feedback by prioritizing open, accessible, and highly responsive communication between leaders and employees (Younas et al., 2023). In line with this perspective, Carmeli et al. (2010) define inclusive leadership as leaders who exhibit openness, accessibility, and availability in their interactions with followers. According to Durman et al. (2026), inclusive leadership fosters a psychologically safe and collaborative work environment. To ensure employees feel heard, valued, and encouraged to participate in organizational processes, inclusive leaders promote shared decision-making, proactive communication, and respect for diverse perspectives. In technology-based companies, differences in perspectives regarding system architecture, application development, algorithms, or product features are common because such work typically involves collaboration and problem-solving. These differences do not necessarily hinder performance; instead, constructive task conflict may expand the range of potential solutions and foster employee innovative behavior (Yulianti & Arifien, 2019). Therefore, organizations need to cultivate an open work environment that encourages the exchange of diverse perspectives and provides a foundation for innovation.

2.2 Workplace Spirituality

Workplace Spirituality is conceptualized as a multidimensional construct that connects employees' inner values and sense of purpose with their work experiences. Specifically, it integrates personal values, a sense of purpose, and professional roles (Sharma et al., 2026), expressed through meaningful work, a sense of community, and alignment with organizational values (Chenji & Sode, 2024). Rather than being limited to individual or religious experiences, Cao (2026) emphasizes that workplace spirituality is multidimensional and may include personal meaning, spiritual or religious values, and collective cultural elements. Overall, workplace spirituality reflects employees' search for meaning, connection, and resilience within the workplace. At the employee level, higher workplace spirituality is associated with positive outcomes, including greater resilience to work-related stress, a stronger sense of belonging, and improved service quality supported by professional commitment.

2.3 Psychological Empowerment

Psychological empowerment refers to an individual's motivational state characterized by a sense of meaning, competence, self-determination, and impact in relation to their work. This psychological state is associated with important employee outcomes, including engagement and retention (Chompukum & Vanichbuncha, 2025). Rather than being limited to perceived control over one's job, psychological empowerment reflects intrinsic motivation that shapes workplace behavior, including employees' willingness to share or withhold knowledge (Nguyen, 2026). It reflects employees' positive perceptions of the meaning of their work, their competence, their autonomy in performing tasks, and their ability to effect work-related outcomes. Unlike motivation driven primarily by external rewards, psychological empowerment can strengthen employees' intrinsic motivation and encourage them to approach complex, uncertain, or ambiguous tasks proactively, thereby supporting creativity in the workplace (Chen et al., 2025). Spreitzer (1995) conceptualized psychological empowerment as a motivational state

characterized by four core cognitive dimensions: meaning, competence, self-determination, and impact.

2.4 Employee Innovative Behavior

Employee innovative behavior occurs when employees proactively seek, create, and implement new ideas that contribute to organizational advantage (Dayanti, 2024). Dayanti (2024) and Muchiri et al. (2020) explain that this behavior extends beyond the traditional creative thinking phase of idea generation and includes strategically promoting and practically implementing ideas, ensuring they are realized in everyday operations. As a result, innovations may emerge at the individual, team, and organizational levels, including new production methods and management systems, as well as improvements to administrative procedures, products, and services (Bos-Nehles et al., 2017). Previous studies suggest that employee innovative behavior is largely influenced by both organizational and interpersonal factors, including transformational leadership, the quality of workplace relationships, and employees' perceptions of organizational justice. Ultimately, employee innovative behavior is a key capability that helps organizations survive, evolve, and remain competitive in a dynamic, highly competitive business environment (Muchiri et al., 2020).

2.5 Research Hypothesis

2.5.1 The Effect of Inclusive Leadership on Employee Innovative Behavior

Many factors may encourage employees to think creatively, and inclusive leadership is one of them. Zhang and Zhao (2024) found that inclusive leadership positively affects employees' tendency to engage in innovative behavior. Leaders who are more open and inclusive toward employees create a work environment where employees feel supported, accepted, and connected, creating favorable conditions for new ideas to emerge. This study also found that this effect occurs because inclusive leadership creates a harmonious organizational environment, strengthens employees' sense of ownership, and builds more open, effective, and collaborative communication, ultimately enhancing employee innovative behavior. Research by Man and Fan (2025) and Guo et al. (2023) also indicates that inclusive leadership positively affects employee innovative behavior. Based on the theoretical arguments and prior empirical evidence, the hypothesis can be formulated as:

H1: Inclusive Leadership Positively Affects Employee Innovative Behavior

2.5.2 The Effect of Workplace Spirituality on Employee Innovative Behavior

Workplace spirituality is an important organizational factor that can reduce employees' intention to leave while encouraging them to remain engaged and generate new ideas. Bantha and Nayak (2020) found that higher levels of workplace spirituality positively predict creative problem-solving among employees. Employees with a strong sense of workplace spirituality often show superior creativity, openness to change, and motivation to both create and implement new ideas. Based on these findings, workplace spirituality may foster innovative behavior by strengthening employees' internal motivation and participation in the creative process. Hunsaker and Ding (2022) similarly found that workplace spirituality encourages creative thinking among employees. In addition, Margaretha et al. (2026) found that workplace spirituality has both direct and indirect effects on employee engagement and innovative behavior at work. These theoretical arguments support the formulation of the following hypothesis:

H2: Workplace Spirituality Positively Affects Employee Innovative Behavior

2.5.3 The Effect of Inclusive Leadership on Psychological Empowerment

Research by Sun et al. (2024) shows that psychological empowerment is an important psychological resource that develops through the organizational environment and interactions between employees and leaders. In this context, inclusive leadership helps create an open, supportive, participative work environment that values employee contributions and encourages their self-confidence, autonomy, and sense of ownership over their work. These findings suggest that inclusive leadership is an important factor in enhancing employees' psychological empowerment. Research by Younas et al. (2023) and Javed et al. (2019) both state that inclusive leadership positively affects psychological empowerment. Based on previous theoretical arguments, the hypothesis can be formulated:

H3: Inclusive Leadership Positively Affects Psychological Empowerment**2.5.4 The Effect of Workplace Spirituality on Psychological Empowerment**

Empirical evidence indicates that alignment between individual and organizational spiritual values can strengthen employee initiative through psychological empowerment (Whitaker & Westerman, 2014). This dynamic suggests that spirituality helps employees perceive their roles more positively while reinforcing the psychological resources needed to adapt to changing work environments. Similarly, Bantha & Nayak (2020) found that workplace spirituality plays an important role in strengthening psychological empowerment. Employees in highly spiritual workplace cultures tend to perceive their work as more meaningful, feel more confidence in their capabilities, experience stronger autonomy over their tasks, and recognize the impact of their contributions. Consequently, workplace spirituality reinforces this sense of empowerment by enhancing job meaningfulness, environmental connectedness, competence, and self-determination. Building on these processes, Azmy & Fatimah (2026) found that psychological empowerment mediates the relationship between workplace spirituality and creative work behavior. Based on previous theoretical arguments, the hypothesis can be formulated:

H4: Workplace Spirituality Positively Affects Psychological Empowerment**2.5.5 The Effect of Psychological Empowerment on Employee Innovative Behavior**

Psychological empowerment promotes creative and innovative behavior in the workplace (Nasir et al., 2019). Psychologically empowered employees are more likely to express their ideas, take initiative, and engage in innovative behavior. Psychological empowerment also provides employees with greater confidence and autonomy to respond proactively to work-related challenges. Psychological empowerment strongly promotes employee innovative behavior, according to research by Hasbi et al. (2023) and Salsabila et al. (2026). Based on the theoretical arguments, the hypothesis can be formulated:

H5: Psychological Empowerment Positively Affects Employee Innovative Behavior**2.5.6 The Effect of Inclusive Leadership on Employee Innovative Behavior Through Psychological Empowerment**

Inclusive leadership is an important antecedent of employees' psychological empowerment. As Zeng et al. (2020) note, leaders who are open to feedback, accessible, value employees' contributions, and invite participation in decision-making foster a strong sense of empowerment through interpersonal support and transparent communication. This supportive environment enhances employee self-confidence, encourages proactive idea generation, and motivates individuals to develop novel solutions. Reinforcing this perspective, Zhang and Zhao (2024) show that inclusive leadership positively affects employee innovative behavior by creating a harmonious work environment, nurturing a sense of organizational ownership, and facilitating effective, collaborative communication. Consequently, inclusive leadership can foster conditions that support employee innovative behavior. Furthermore, empirical findings by Li (2026) and Javed et al. (2019) indicate that psychological empowerment mediates the positive relationship between inclusive leadership and employee innovative behavior. Based on these collective empirical insights, the following hypothesis is formulated:

H6: Psychological Empowerment Mediates the Effect of Inclusive Leadership on Employee Innovative Behavior**2.5.7 The Effect of Workplace Spirituality on Employee Innovative Behavior Through Psychological Empowerment**

Research by Bantha and Nayak (2020) demonstrates that workplace spirituality fosters employee innovative behavior both directly and through psychological empowerment. Workplace spirituality enhances employees' engagement with their work and strengthens a sense of empowerment, autonomy in their tasks, and confidence in their abilities. These psychological conditions can strengthen employees' internal motivation, encouraging them to generate and implement new ideas voluntarily. Moreover, workplace spirituality can enhance self-awareness and support the development of employee innovative behavior. Based on the theoretical arguments presented above, the hypothesis can be formulated as follows:

H7: Psychological Empowerment Mediates the Effect of Workplace Spirituality on Employee Innovative Behavior

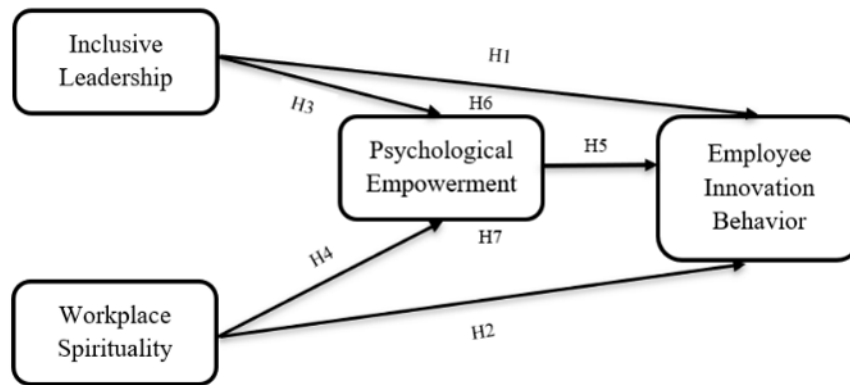


Figure 1. Research Model
Source: Data processing results (2026)

3. RESEARCH METHOD

This study used a non-probability sampling approach with snowball sampling. Snowball sampling was considered appropriate because the exact population size of employees working in technology-based companies within the target area could not be determined. This technique also enabled the researcher to identify respondents through referrals from previous participants and professional networks, facilitating data collection from employees across multiple technology-based companies.

To ensure respondents' suitability for the research objectives, the researcher established several criteria. Respondents were required to: (1) work in a technology or information technology (IT)-based company, (2) work in a company located within the Greater Jakarta area, (3) have a direct supervisor, and (4) have a minimum organizational tenure of six months. Employees with at least six months of organizational tenure were selected because they were considered to have sufficient experience interacting with their supervisors and understanding the organizational environment. The final analysis included 254 valid responses.

A structured questionnaire with four measurement scales, derived from established instruments, was used to collect data. Nine items from Carmeli et al. (2010) measured inclusive leadership. Rego and Chunha (2008) developed a scale to measure workplace spirituality. A total of twelve items from Spreitzer (1995) measured psychological empowerment. Janssen (2000) developed a nine-item scale to measure employee innovative behavior. Each item on the assessment was evaluated using a 5-point Likert scale, ranging from 1 ("very inappropriate") to 5 ("very appropriate"), to measure the extent to which each statement reflected the respondents' actual workplace experiences and perceptions.

Primary data were collected through a self-administered online questionnaire distributed via Google Forms. The survey link was shared through social media and professional networking platforms, including Instagram, X (formerly Twitter), LinkedIn, and WhatsApp groups. Following the snowball sampling procedure, respondents were invited to share the survey link with colleagues or professional contacts who met the eligibility criteria, allowing additional participants to be recruited through participant referrals (Janssen, 2000; Ting et al., 2025). All hypotheses indicated positive directional relationships among the research variables; therefore, one-tailed significance tests were conducted at a 5% significance level ($\alpha = 0.05$). (Hair et al., 2019; Kline, 2023). Accordingly, a hypothesis was considered supported when the one-tailed p-value was < 0.05 . Structural equation modeling (SEM) was performed using AMOS version 22.0

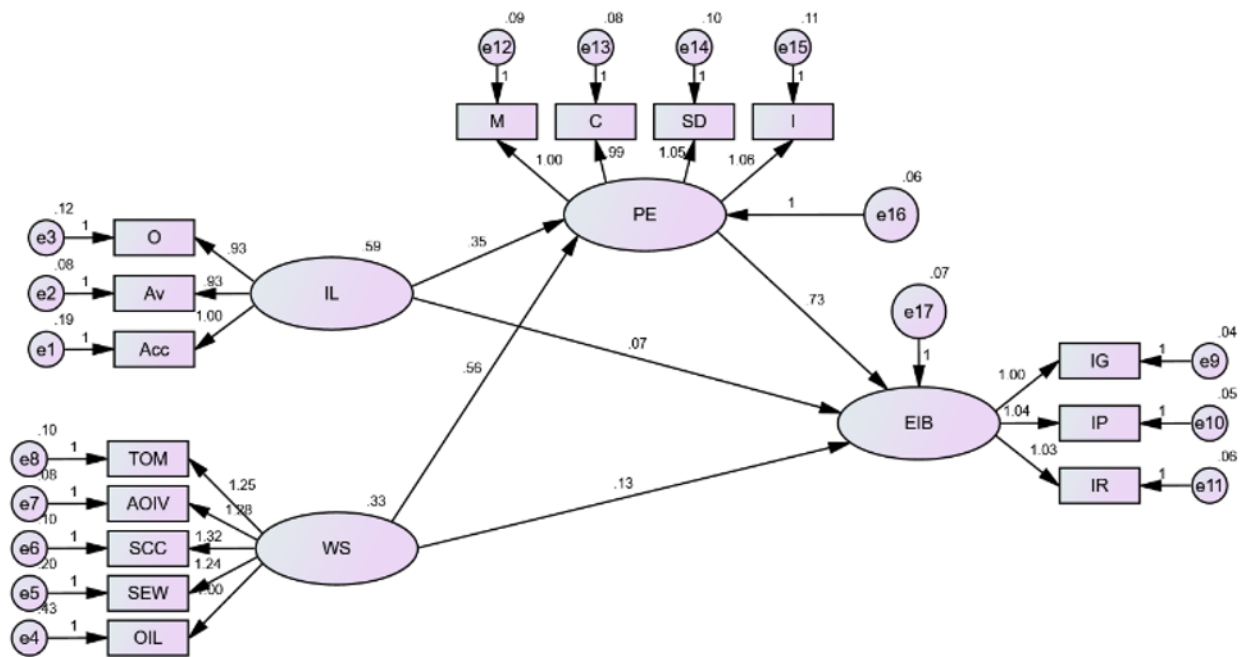


Figure 2. SEM Model
Source: Data processing results (2026)

4. RESULTS AND DISCUSSION

4.1 RESULTS

4.1.1. Validity Test

A validity test evaluated whether the measurement items adequately represented their intended constructs. Following established structural equation modeling (SEM) and confirmatory factor analysis (CFA) standards, a conservative factor-loading threshold of > 0.50 was used, with values > 0.70 considered preferable, to evaluate convergent validity (Hair et al., 2019). As presented in Table 1, all retained items demonstrated robust factor loadings ranging from 0.788 to 0.928, indicating that each item adequately represented its intended construct.

Table 1 | Validity Test

Construct	Item	Factor Loading	Interpretation
Inclusive Leadership	O1	0.851	Valid
	O2	0.873	Valid
	O3	0.818	Valid
	Av1	0.857	Valid
	Av2	0.822	Valid
	Av3	0.849	Valid
	Av4	0.838	Valid
	Acc1	0.911	Valid
	Acc2	0.911	Valid
Workplace Spirituality	TOM1	0.853	Valid
	TOM2	0.798	Valid
	TOM3	0.837	Valid

Construct	Item	Factor Loading	Interpretation
	TOM4	0.841	Valid
	TOM5	0.828	Valid
	AOIV1	0.806	Valid
	AOIV2	0.829	Valid
	AOIV3	0.869	Valid
	AOIV4	0.845	Valid
	AOIV5	0.851	Valid
	SCC1	0.858	Valid
	SCC2	0.846	Valid
	SCC3	0.860	Valid
	SEW1	0.897	Valid
	SEW2	0.897	Valid
	OIL1	0.907	Valid
	OIL2	0.907	Valid
Psychological Empowerment	M1	0.812	Valid
	M2	0.796	Valid
	M3	0.853	Valid
	C1	0.826	Valid
	C2	0.788	Valid
	C3	0.823	Valid
	SD1	0.814	Valid
	SD2	0.827	Valid
	SD3	0.845	Valid
	I1	0.833	Valid
	I2	0.824	Valid
	I3	0.843	Valid
Employee Innovative Behavior	IG1	0.844	Valid
	IG2	0.887	Valid
	IG3	0.894	Valid
	IP1	0.919	Valid
	IP2	0.857	Valid
	IP3	0.880	Valid
	IR1	0.920	Valid
	IR2	0.928	Valid
	IR3	0.850	Valid

Source: Data processing results (2026)

4.1.2. Reliability Test

Construct reliability was evaluated using Cronbach's Alpha. Values ≥ 0.70 indicated acceptable internal consistency, whereas values < 0.70 indicated insufficient reliability (Hair et al., 2019).

Table 2 | Reliability Test

Variables	Dimensions	Cronbach Alpha	Conclusion
Inclusive Leadership	Openness	0.804	Reliable
	Availability	0.863	Reliable
	Accessibility	0.796	Reliable
Workplace Spirituality	Team's Sense of Community	0.888	Reliable
	Alignment between Organizational and Individual Values	0.896	Reliable
	Sense of Contribution to the Community	0.816	Reliable
	Sense of Enjoyment at Work	0.757	Reliable
	Opportunities for the Inner Life	0.785	Reliable
Psychological Empowerment	Meaning	0.753	Reliable
	Competence	0.741	Reliable
	Self-Determination	0.772	Reliable
	Impact	0.780	Reliable
Employee innovative behavior	Idea Generation	0.847	Reliable
	Idea Promotion	0.862	Reliable
	Idea Realization	0.883	Reliable

Source: Data processing results (2026)

Table 2 presents the reliability test results for all measurement constructs. As shown in the table, all constructs achieved Cronbach's alpha values above the recommended threshold of 0.70, indicating satisfactory internal consistency. These findings confirm that the measurement items consistently represent their respective constructs and are considered reliable for subsequent analyses.

4.1.3. Goodness-of-Fit Test

Table 3 | Goodness-of-Fit Test Results

Types of Goodness of Fit	Goodness of Fit Measure	Acceptance Criterion	Calculating Measure	Interpretation
Absolute Fit Measure	Chi-square	Small chi-square	163.118	Marginal Fit
	p-value	p-value ≥ 0.05	0.000	Marginal Fit
	RMSEA	< 0.10	0.060	Good Fit
	RMR	< 0.10	0.082	Good Fit
Incremental Fit Measure	NFI	> 0.90 or close to 1	0.961	Good Fit
	TLI	> 0.90 or close to 1	0.976	Good Fit
	CFI	> 0.90 or close to 1	0.981	Good Fit
	IFI	> 0.90 or close to 1	0.981	Good Fit
Parsimonious Fit Measure	Normed Chi-square	Lower limit: 1.0; Upper limit: 2.0/3.0 or 5.0	1.919	Good Fit

Source: Data processing results (2026)

Table 3 presents the goodness-of-fit evaluation for the proposed structural model. The absolute fit measures indicated a chi-square (χ^2) value of 163.118 with a p -value of 0.000. Although the chi-square test did not meet the traditional non-significance threshold ($p \geq 0.05$), this outcome reflects the chi-square statistic's sensitivity to sample size in SEM. Consequently, model adequacy was evaluated through alternative goodness-of-fit indices. The normed chi-square CMIN/DF = 1.919) fell well within the acceptable threshold of <3.0. Additionally, absolute and incremental fit indices indicated an acceptable model fit, including RMSEA (0.060), RMR (0.082), NFI (0.961), TLI (0.976), CFI (0.981), and IFI (0.981). Because these alternative

indices consistently met the recommended criteria, the overall structural model fit adequately and was suitable for subsequent hypothesis testing (Hair et al., 2019; Hu & Bentler, 1999; Kline, 2023).

4.1.4. Hypothesis Test

Table 4 | Hypothesis Test

Hypothesis	Estimate β	P-value	Decision
H1: Inclusive Leadership Positively Affects Employee Innovative Behavior	0.348	0.000	Supported
H2: Workplace Spirituality Positively Affects Employee Innovative Behavior	0.565	0.000	Supported
H3: Inclusive Leadership Positively Affects Psychological Empowerment	0.071	0.0625	Not Supported
H4: Workplace Spirituality Positively Affects Psychological Empowerment	0.134	0.0295	Supported
H5: Psychological Empowerment Positively Affects Employee Innovative Behavior	0.734	0.000	Supported
H6: Psychological Empowerment Mediates the Effect of Inclusive Leadership on Employee Innovative Behavior	0.255	0.000	Supported
H7: Psychological Empowerment Mediates the Effect of Workplace Spirituality on Employee Innovative Behavior	0.414	0.000	Supported

Source: Data Processing results (2026)

Table 4 presents the results of hypothesis testing using a one-tailed significance test at the 5% significance level. Because all theoretical hypotheses posited positive directional relationships, the study consistently applied a one-tailed test to determine statistical significance. The findings indicate that six of the seven proposed hypotheses are supported, while one is not. With a β value of 0.348 and a p-value less than 0.001, inclusive leadership strongly supports H1 by positively influencing employee innovative Behavior. The results confirm the second hypothesis, which states that workplace spirituality positively affects employee innovative behavior ($\beta = 0.565$, $p < 0.001$). Nevertheless, contrary to expectations, inclusive leadership did not significantly affect psychological empowerment ($\beta = 0.071$, $p = 0.0625$); thus, H3 was not supported. H4 was supported, indicating that workplace spirituality positively affects psychological empowerment ($\beta = 0.134$, $p = 0.0295$). In addition, the results supported H5, as psychological empowerment significantly affects employee innovative behavior ($\beta = 0.734$, $p < 0.001$). The mediation analysis also indicated that psychological empowerment mediated the relationship between inclusive leadership and employee innovative behavior ($\beta = 0.255$, $p < 0.001$), supporting H6. Similarly, H7 was supported, as psychological empowerment mediated the relationship between workplace spirituality and employee innovative behavior ($\beta = 0.414$, $p < 0.001$).

4.2 DISCUSSION

4.2.1. Inclusive Leadership on Employee Innovative Behavior

The results indicate that inclusive leadership had a significant positive effect on employee innovative behavior ($\beta = 0.348$, $p < 0.001$). Therefore, H1 was supported. These findings are particularly relevant to technology-based companies, where innovation plays an important role in maintaining competitive advantage. Under such conditions, employees may be more likely to engage in innovative behavior when they experience inclusive and supportive leadership. Fauziah et al. (2026) suggest that, within the technology industry, employee innovative behavior is a strategic capability shaped by leadership, organizational culture, and digital competence that facilitates organizational digital transformation. The findings also align with research by Zhang and Zhao (2024) on 211 employees across various sectors in China, which found that inclusive leadership enhanced employee innovative behavior by strengthening employees' perceptions of support, acceptance, and interpersonal closeness.

Leaders who encourage open communication and value employees' contributions create a collaborative work environment in which employees feel psychologically safe to express, develop, and implement new ideas. These findings also align with Hibatullah and Berliyanti (2024), who found that leaders who demonstrate integrity, openness, and genuine concern for employees foster a work environment where individuals feel encouraged to share new ideas, take initiative, and explore creative solutions. Such leadership practices are especially important in technology-based companies, where innovation relies heavily on collaboration, knowledge sharing, and integrating diverse perspectives.

This finding is especially relevant to technology-based companies, where continuous innovation is critical for sustaining organizational competitiveness. Employees in this sector are expected to respond quickly to technological advancements while continuously generating creative solutions to emerging challenges. Under these conditions, inclusive leadership plays an important role in fostering an environment that encourages employee initiative, knowledge sharing, and innovative behavior. By demonstrating openness, accessibility, and appreciation for employees' contributions, inclusive leaders can foster employee initiative, knowledge sharing, and proactive participation in innovative work practices.

4.2.2. Workplace Spirituality on Employee Innovative Behavior

Workplace spirituality had a significant positive effect on employee innovative behavior ($\beta = 0.565$, $p < 0.001$). Therefore, H2 was supported. Workplaces that help employees find purpose in their work, build a strong sense of community, and align personal values with organizational values can strengthen employees' connection to their work. Based on these results, workplace spirituality may provide employees with psychological and social resources that support their functioning and engagement at work. It also suggests that workplace spirituality supports employees' well-being and positive functioning at work by providing the psychological resources they need to meet job demands related to innovation and motivating them to show appreciation by engaging in innovative work behavior. High work demands, cross-functional teamwork, and long project durations generally characterize work in technology-based companies, where priorities also tend to change frequently. In this context, workplace spirituality helps employees see their jobs as more than a means to an end, giving them a sense of purpose and meaning in their daily work. Bantha and Nayak (2020) found a similar positive correlation between workplace spirituality and employees' creative work behavior in their study of 340 software engineers and product developers employed by U.S.-based multinational companies with operations in India. The pressures experienced by employees in technology-based companies, where people are expected to constantly adapt to technological change, innovate, and solve problems, may explain this outcome. Workplaces that foster meaningful work and positive interpersonal interactions are more likely to have intrinsically motivated employees. This, in turn, encourages them to exceed formal job expectations by seeking novel solutions, proposing improvements, and actively contributing to innovation.

4.2.3. Inclusive Leadership on Psychological Empowerment

Inclusive leadership did not significantly affect psychological empowerment ($\beta = 0.071$, $p = 0.0625$). At the 95% confidence level, the effect was not significant ($p\text{-value} = 0.0625 > 0.05$). Therefore, H3 was not supported. Although a positive relationship was observed, the result failed to reach statistical significance, indicating insufficient evidence to support a significant effect of inclusive leadership on psychological empowerment. Workplace characteristics in technology-based companies, such as agile and project-based work styles that emphasize autonomy, self-management, and decentralized decision-making, might explain this result. Work design and collaborative team practices, rather than leadership behaviors alone, likely shape employees' perceptions of competence and self-determination in such work settings. Existing research on agile work environments has also suggested that practices such as team autonomy, collaborative decision-making, and iterative workflows inherently promote psychological empowerment and innovative work behavior. Moreover, technology companies often implement agile approaches, including Scrum, cross-functional teams, hybrid working arrangements, and relatively flat organizational structures, all of which give employees substantial discretion over how they perform their tasks and make work-

related decisions. As a result, employees may already perceive themselves as psychologically empowered, reducing their reliance on leaders as the primary source of empowerment.

Differences in the study setting might partly explain this outcome. This study was conducted in Indonesia, whereas previous research conducted in the UK and Canada found a significant association between inclusive leadership and psychological empowerment (Javed et al., 2019; Younas et al., 2023). Variations in organizational and cultural contexts across these settings may influence how employees develop psychological empowerment and the extent to which they perceive leadership as a primary source of empowerment.

4.2.4. Workplace Spirituality on Psychological Empowerment

Workplace spirituality had a significant positive effect on psychological empowerment ($\beta = 0.134$, $p = 0.0295$). Therefore, H4 was supported. The positive relationship between workplace spirituality and psychological empowerment may come from their overlapping conceptual foundations. The four dimensions of psychological empowerment are meaning, competence, self-determination, and influence, whereas workplace spirituality emphasizes meaningful work, a sense of community, and alignment between personal and organizational values. Both constructs emphasize the importance of meaning and purpose in work, while workplace spirituality also highlights alignment between personal and organizational values. Employees are more likely to feel competent, autonomous, and able to make an impact when they perform work that they perceive as meaningful and aligned with their personal values. These experiences contribute to employees' perceptions that they can perform their roles effectively and contribute meaningfully to organizational outcomes. This relationship is especially evident in technology-based companies, where employees' work often directly shapes the development of products, services, and user experiences. Employees' perceptions of competence, self-determination, and influence may be further reinforced when they recognize the meaning and relevance of their work, which in turn strengthens their Psychological Empowerment. According to Bantha and Nayak (2020), workplace spirituality satisfies employees' fundamental psychological needs, such as autonomy, competence, and relatedness. Workplace spirituality helps companies create an environment where employees are more autonomous, confident in their abilities, and able to perform their work effectively. These experiences may contribute to greater psychological empowerment. Consistent with this argument, Azmy and Fatimah (2026) reported that workplace spirituality enhances psychological empowerment by enabling employees to derive greater meaning from their work, establish stronger interpersonal relationships, and perceive a closer alignment between individual and organizational values. These experiences can strengthen employees' intrinsic motivation and strengthen key dimensions of psychological empowerment, including competence, self-determination, meaning, and impact.

4.2.5. Psychological Empowerment on Employee Innovative Behavior

Psychological empowerment had a significant positive effect on employee innovative behavior ($\beta = 0.734$, $p < 0.001$). Therefore, H5 was supported. Employees who feel psychologically empowered are more likely to exhibit innovative work behaviors, which may explain the positive correlation between the two. Employees are more inclined to take initiative and explore new approaches when they believe they are competent, autonomous, independent, and capable of making a meaningful impact on organizational outcomes. Because new ideas always involve risk and uncertainty, employees need confidence in their abilities and sufficient autonomy to make work-related decisions. With these psychological resources, employees are encouraged to respond proactively to work-related difficulties and experiment with alternative solutions. Salsabila et al. (2026) reported similar findings based on a survey of 122 employees in Lampung, Indonesia, who worked in the hospitality industry (hotels, motels, and other types of official housing). This research found that psychological empowerment had a significant positive effect on innovative work behavior. Employees may perceive trust and support from their organizations when they have autonomy over their work, feel competent in their roles, and believe that their contributions have an impact. As a result, employees are more inclined to contribute to organizational goals, including generating, sharing, and implementing new ideas. Because they feel more supported by their companies and have a stronger sense of psychological safety, employees with higher

levels of psychological empowerment are more engaged in innovation processes. Because experimentation, iterative development, and sophisticated problem-solving drive innovation in technology-based organizations, this connection becomes even more significant. In these settings, psychological empowerment helps employees feel greater control over their work, which may strengthen their resilience to change and encourage them to explore unconventional solutions.

4.2.6. Psychological Empowerment Mediates the Effect of Inclusive Leadership on Employee Innovative Behavior

The indirect effect of inclusive leadership on employee innovative behavior through psychological empowerment was evaluated using the Sobel test based on the AMOS path estimates. The indirect effect was statistically significant ($\beta = 0.255$, $Z = 5.784$, $p < 0.001$), thereby supporting H6. However, classifying this effect as full mediation depends on whether the direct effect of inclusive leadership on employee innovative behavior remains statistically significant after including psychological empowerment in the model. The reported direct-effect value ($\beta = 0.071$, $p = 0.125$) should be verified before concluding that psychological empowerment fully mediates this relationship. Overall, the results support the mediating role of psychological empowerment in the relationship between inclusive leadership and employee innovative behavior. Therefore, H6 was supported. The results suggest that underlying psychological processes help explain how inclusive leadership affects employee innovative behavior. Employees' psychological empowerment may be enhanced in an inclusive work environment marked by openness, appreciation, and opportunities for involvement. Employees who feel psychologically empowered may be more likely to engage in innovative work behavior. This aligns with Javed et al. (2019), who noted that innovative work behavior extends beyond routine performance and highlighted the mediating role of psychological empowerment in explaining it. When employees engage in innovation, they take chances, question the status quo, and propose new ideas with uncertain outcomes. Such actions are more likely when employees are confident in their abilities, have autonomy in decision-making, perceive their work as meaningful, and believe that their contributions can affect organizational outcomes. These perceptions correspond to the four dimensions of psychological empowerment: meaning, competence, self-determination, and impact. By fostering open communication, respecting employees' perspectives, and including them in decision-making, inclusive leaders help their teams foster these psychological resources. When employees feel psychologically empowered, they are more likely to propose, promote, and implement novel ideas. Consistent with Li's (2026) findings, this study shows that inclusive leadership may satisfy employees' basic psychological needs for competence, relatedness, and autonomy by giving them greater voice in their work, enhancing its meaningfulness, and recognizing their contributions. These leadership practices may support employees' psychological empowerment, which subsequently fosters intrinsic motivation, reinforces self-efficacy, and encourages more proactive engagement in innovative activities, particularly in situations characterized by uncertainty.

4.2.7. Psychological Empowerment Mediates the Effect of Workplace Spirituality and Employee Innovative Behavior

Workplace spirituality had a significant indirect effect on employee innovative behavior through psychological empowerment ($\beta = 0.414$, $p < 0.001$). Based on these findings, psychological empowerment mediated the relationship between workplace spirituality and employee innovative behavior. Therefore, H7 was supported. The research indicates that workplace spirituality improves employee innovative behavior through psychological empowerment. Employees may perceive themselves as meaningful contributors when their work is meaningful, they feel a strong sense of community, and their personal values align with organizational values. As a result, employees may feel more psychologically empowered, strengthening their confidence, autonomy, and openness to new ideas. Consequently, employees are more likely to generate, promote, and implement novel ideas. Supporting these findings, Azmy and Fatimah (2026) note that psychological empowerment is a key mechanism through which workplace spirituality affects employee innovative behavior. Creativity may not emerge directly from workplace spirituality, even though such an environment promotes meaningful work, a sense of community, and alignment between personal and organizational values. Workplace spirituality strengthens psychological empowerment, which in turn encourages greater employee engagement in innovative activities. These results align with Bantha and Nayak (2020), who found that workplace spirituality increases psychological empowerment, which encourages creative work behavior.

Employees in technology-based companies face high levels of uncertainty, continual experimentation, and persistent expectations to innovate. Psychological empowerment mediates this relationship. A sense of belonging and enjoyment at work alone may not be enough to encourage innovative behavior. Instead, when these experiences help employees feel more competent and autonomous and perceive their work as meaningful and impactful, they are more inclined to innovate. This mechanism can be observed in technology-related roles such as software engineers and product developers. When employees perceive that the products or solutions they develop create value for users or society, they are more likely to recognize the significance and impact of their work. At the same time, giving employees autonomy to choose work methods, experiment with alternative solutions, and solve complex problems strengthens their sense of competence and self-determination. Collectively, these psychological resources increase employees' willingness to experiment, propose new ideas, develop innovative solutions, and continuously improve work processes.

5. CONCLUSION

This research suggests that inclusive leadership, workplace spirituality, and psychological empowerment can foster employee innovative behavior in technology-based companies in the Greater Jakarta region. The results show that workplace spirituality and inclusive leadership both have significant direct effects on employee innovative behavior, and that psychological empowerment mediates the link between these factors and employee innovative behavior. Notably, inclusive leadership did not have a significant direct effect on psychological empowerment. This suggests that agile work systems, collaborative teamwork, and decentralized decision-making may also affect employees' perceptions of psychological empowerment in technology-based companies. These findings contribute to the existing literature by showing that leadership practices are not the only factors associated with employee innovative behavior in Indonesian technology-based companies; employees' psychological resources and meaningful work experiences also play a role. From a practical standpoint, companies should promote inclusive leadership, cultivate a supportive organizational climate, strengthen employees' psychological empowerment, and provide meaningful work to sustain innovation. Future research should examine organizational factors beyond inclusive leadership, such as organizational culture, agile work practices, and digital maturity, as these factors may shape employees' perceptions of psychological empowerment and employee innovative behavior. Examining these relationships across different industries and organizational settings may provide a more comprehensive understanding of the organizational conditions that foster employee innovative behavior.

6. LIMITATIONS AND IMPLICATIONS

Several limitations of this study should be considered when interpreting the findings and assessing their generalizability to other contexts. First, the findings may not apply to other sectors or organizational settings because the research included only employees from technology-based companies in the Greater Jakarta region. Second, because data were collected at a single point in time, the cross-sectional design cannot capture changes in employees' behavior over time or establish temporal relationships among the variables. Lastly, although other contextual factors such as organizational culture, agile work practices, and digital maturity may also affect employee innovative behavior, the research model primarily focused on Inclusive Leadership, Workplace Spirituality, and Psychological Empowerment.

Additionally, this study's results have both theoretical and practical implications. The findings have real-world implications, indicating that technology-based companies should prioritize inclusive leadership and create a work atmosphere that supports workplace spirituality and employees' psychological empowerment. Creating meaningful work, strengthening employees' autonomy, and encouraging participation in decision-making may support the development of employee innovative behavior, which is essential for maintaining competitiveness in a rapidly evolving industry. Theoretically, this study contributes to the human resource management literature by providing empirical evidence on the mediating role of psychological

empowerment in the relationships between inclusive leadership and employee innovative behavior, as well as between workplace spirituality and employee innovative behavior in Indonesian technology-based companies. These findings may also serve as a reference for future studies examining employee innovative behavior in different organizational settings.

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