
MIX: Jurnal Ilmiah Manajemen

Management Scientific Journal

ISSN (Online): 2460-5328, ISSN (Print): 2088-1231

https://publikasi.mercubuana.ac.id/index.php/jurnal_Mix

Organizational Support and Inclusive Leadership Boost Employee Innovation Through Work Motivation

Asih Niati^{1*)}; Asah Wiari²⁾; Erlina Dewi Endah Amaliyah³⁾; Mohamad Sodikin⁴⁾

¹⁾ asih_niati@usm.ac.id, Semarang University, Indonesia

²⁾ wiari@usm.ac.id, Semarang University, Indonesia

³⁾ erlina@usm.ac.id, Semarang University, Indonesia

⁴⁾ sodikinmohamad73@gmail.com, Cendekia Karya Utama College of Economics Semarang, Indonesia

*) Corresponding Author

ABSTRACT

Objectives: The existence of various problems related to innovative performance among employees and numerous controversies in previous studies became the background of this study. The gap that exists between survey and reality as well as inconsistencies from previous studies need further review. Therefore, the aim of this study is to provide findings and recommendations to solve the phenomena related to innovative performance.

Methodology: The data collection was carried out using a questionnaire distributed via Google Form to respondents who meet the determined criteria. Structural Equation Modeling (SEM) was used to analyze the data.

Finding: The results show that Perceived Organizational Support and Inclusive Leadership have a positive and significant effect on Work Motivation, partially. It also shows that Perceived Organizational Support, Inclusive Leadership and Work Motivation have a positive and significant effect on Employee Innovative Performance. However, Work Motivation failed to become a mediating variable between Perceived Organizational Support on Employee Innovative Performance. On the other hand, Work Motivation is successful in becoming a mediating variable for Inclusive Leadership on Employee Innovative Performance.

Conclusions: Organizations should adopt HR development policies that promote open communication and coaching, which address employees' need for support from leaders aligned with training initiatives and provide a platform for dialogue. With a millennial workforce, inclusive leadership is critical, as employees look for leaders who encourage change and creative thinking.

Keywords: Perceived Organizational Support; Inclusive Leadership; Work Motivation; Innovative Employee Performance.

Submitted: 05-05-2025

Revised: 17-03-2026

Accepted: 27-03-2026

Article Doi:

http://dx.doi.org/10.22441/jurnal_mix.2026.v16i1.013

INTRODUCTION

In this globalization and digitalization era, human resources are a crucial element in any organization in order to increase innovation and performance (Jaboob, 2023). Organizations with excellent resources will be able to create better performance in the future. Employee performance can be applied in the form of knowledge, skills, attitudes and actions for developing organizational activities (Vidotto et al., 2017), it will support and provide opportunities for the organization to grow (Al-Matari et al., 2014). One of the contributions in employee performance achievement can be obtained through innovative performance. This performance achievement provides benefits for organizations to increase productivity by creating new product or service solutions. Employee creativity is the strength of organizations in changing innovative behavior. This behavior will work if it has organizational support and leadership. Support from the organization gives employees the strength to survive and adapt to environmental demands (Kaltainen & Hakanen, 2020; Loughlin & Priyadarshini, 2021). Organizations and leaders can encourage the employee to be more creative and innovative if the maintenance process runs well (Afsar et al., 2020).

Survey data reveals that employees feel undervalued by the organization and lack opportunities for development due to insufficient access to the resources necessary for fostering their creativity (Deloitte, 2022). The Asia Pacific Workforce Hopes and Fears Survey, 2023 (Khursigara et al., 2023), indicated that the level of organizational support and employee creativity has not made a significant impact. Organizational support is important for employee productivity. Several prior studies concerning organizational support, leadership style, and work motivation have influenced employee performance; however, some of these studies yield varying results. The results of these controversial studies indicate that inclusive leadership has a positive effect on innovative performance (Carmeli & Schaubroeck, 2006; Li & Tang, 2022), nevertheless, inclusive leadership does not directly influence employee integrity performance (Nguyen et al., 2019; Purnamaningtyas; & Rahardja, 2021). Similarly, perceived organizational support has a positive and substantial impact on employee creativity (Ijaz & Nawaz, 2022), while Suifan et. al (Suifan et al., 2018), shows different results. Employee perceptions about innovation influence ideas and implementation (Ijaz & Nawaz, 2022). Organizational support does not have an influence on individual contributions that exceed their job scope (Sumardjo & Supriadi, 2023), therefore it is necessary to explore and identify individual factors, to get specific reasons why inclusive leadership has effects on individual performance (Xiaotao et al., 2018). Moreover, there are controversies regarding studies work motivation and its effect on employee performance. Studies conducted by (Apriliani & Hubbansyah, 2024; Fischer et al., 2019; Rony et al., 2024; Shaheen et al., 2020) stated that work motivation has positive and significant influence on employee performance. In contrast, the study conducted by (Fischer et al., 2019; Fitria et al., 2023) show that work motivation has no influence on employee performance. The above studies confirm that studies on inclusive leadership, organizational support and employee motivation and performance are still limited (Aldabbas, Pinnington, Lahrech, & Abdelmounaim, 2023; Nguyen et al., 2019; Pinnington et al., 2024; Sun et al., 2021; Tse et al., 2018). The problem related to innovative performance and its inconsistencies in previous study results as well as the gap between survey and reality need further exploration in order to improve employee innovative performance. By adding intervening variables such as work motivation may increase employee innovative performance.

Work motivation becomes an important psychological mechanism that bridges the relationship between inclusive leadership, organizational support, and the innovative performance of the employee's relationship. Theoretically, this relationship can be explained through Social Exchange Theory (SET) and Self-Determination Theory (SDT). According to Social Exchange Theory, employees who receive positive treatment from organizations and leaders tend to respond with positive behaviors toward the organization, including performance enhancement and innovative behavior. Inclusive leadership characterized by openness, respect for differences, and employee involvement in decision-making creates a positive social exchange relationship between leaders and employees. This condition increases employees' sense of appreciation and psychological attachment to the organization thereby encouraging the emergence of higher work motivation (Yang et al., 2025). In addition, Self-Determination Theory explains that intrinsic motivation arises when individuals feel support for basic psychological needs such as autonomy, competence, and social connectedness. Inclusive leadership and organizational support provide a work environment that supports those psychological needs through open communication, the provision of opportunities to participate, and appreciation for employee contributions. This condition increases the intrinsic motivation of employees which then encourages them to come up with creative ideas as well as implement innovations in work (Li & Tang, 2022; Y. Wu et al., 2025).

Work motivation also plays an important role in transforming organizational support into innovative behaviors. When employees feel that the organization provides support in the form of resources, development opportunities, and recognition of their contributions, then employees will feel compelled to make greater contributions to the organization. This motivation then triggers employees to take the initiative to generate new ideas, explore more effective work methods, and implement innovative solutions in their work (Margaretha et al., 2025). Empirically, some studies have shown that motivation acts as a psychological mechanism that explains the relationship between leadership and employee innovation. For example, recent research has found that inclusive leadership can increase employees' intrinsic motivation which in turn encourages innovative behaviors and knowledge sharing within organizations (Y. Wu et al., 2025; Zafar et al., 2024). Thus, work motivation can be seen as a mediation mechanism that explains how inclusive leadership and organizational support affect employees' innovative performance. Inclusive leadership and organizational support create a work environment that supports the psychological needs of employees, which in turn increases work motivation. This motivation then encourages employees to come up with creative ideas and implement innovations in their work thereby improving innovative performance.

Based on these research phenomena and gaps, this study aims to: analyze the influence of inclusive leadership and organizational support on employees' innovative performance directly and the role of employee motivation in mediating inclusive leadership relationships and organizational support on employees' innovative performance.

Theoretically, this research contributes to the development of the literature in the field of organizational behavior and human resource management by broadening the understanding of the mechanisms that link inclusive leadership and organizational support to innovative employee performance. Specifically, this study integrates Social Exchange Theory and Self-Determination Theory to explain how work motivation acts as a psychological mechanism that bridges the relationship between leadership practices and organizational support and employees' innovative behaviors. In addition, this study also provides the latest empirical evidence regarding the role of work motivation as a mediating variable in improving employee innovative performance. This research makes a contextual contribution by examining the

relationship between inclusive leadership, organizational support, work motivation, and innovative employee performance in the context of organizations facing the dynamics of globalization and digitalization. This study provides an understanding of how organizational leadership and support practices can drive employee innovation in the face of an increasingly complex and competitive business environment.

Practically, the results of this study are expected to provide important implications for organizations in designing human resource management strategies. Organizations need to develop inclusive leadership practices that encourage employee engagement, value diversity of ideas, and provide opportunities for participation in decision-making as an effort to increase work motivation, thereby encouraging employees to be more creative and innovative so as to improve the organization's innovative performance and competitive advantage.

LITERATURE REVIEW

Employee Innovative Performance

The important role of organizational success can be measured by the employee's performance. Behavioral actions of a person in completing work contribute to the innovation process (Afsar & Badir, 2017; Messmann et al., 2015; Pradhan et al., 2017). Employees can develop positive work attitudes and innovative behavior (Kundu et al., 2019), which are implemented in work practices (Hammond et al., 2011). Active involvement and collaboration will change employee mindsets in facing innovation challenges (Trabucchi et al., 2020). Through their soft skills, they can initiate and implement new ideas for organizational sustainability (Audenaert et al., 2017).

Innovative performance is performance that implements innovative behavior in carrying out the roles by using new ideas and encouraging employees to be creative (Scott et al., 1994; T. J. Wu & Wu, 2019). Innovative performance necessitates organizational support and the involvement of leaders in fostering individual preparedness for change and driving innovation (Indriastuti & Fachrunnisa, 2020).

Perceived Organizational Support

Perceived organizational support refers to employees' belief that the organization offers assistance, support, and welfare (Eisenberger et al., 1986). The theory of perceived organizational support shows how organizations are obliged to provide training as a high support from the organization. Perceived organization support will bring out employee's trust. This trust will be appeared in the form of commitment (Nazir et al., 2019) which will provide job satisfaction and positive motivation (Ahmad et al., 2023; Chaidir et al., 2023; Ijaz & Nawaz, 2022; Sabir et al., 2022). Lack of organizational support will cause failure in organizational change (Huang, 2022).

H1: Perceived Organizational Support has positive influence on employee work motivation.

Employee perceptions of organizational support will create employee satisfaction thus impact their performance (Mursidta, 2017). Employee perceptions of organizational support in the form of good practices and procedures will provide employee satisfaction, enabling employees to create creative ideas which may help in solving organizational problems (Suifan et al., 2018; Volery & Tarabashkina, 2021). So, the hypothesis in this study includes:

H3: Perceived Organizational Support has a positive influence on employee innovative performance.

Inclusive Leadership

Inclusive leadership is a style of leadership in which leaders acknowledge the presence of diversity and offer opportunities for employees to engage in decision-making (Fang et al., 2019). Through openness, availability in interactions with members, and accessibility, it will create meaningfulness in work (Carmeli et al., 2010; Jiang et al., 2022) and has been shown to positively influence organizational inclusion (Bhatti, 2019). According to Fang et al (Fang et al., 2019), Ismael (Ismael, 2023) and Harahap & Khair (Harahap & Khair, 2019), inclusive leadership fosters employee motivation to behave innovatively.

H2: Inclusive Leadership has a positive influence on Work Motivation

Motivation stems from a sense of pride and self-satisfaction, which ultimately reinforces commitment to the organization (Bannay et al., 2020) and influences attitudes, behavior such as creativity, work innovation, and engagement (Dahleez et al., 2023; Li & Tang, 2022). These results provide the following research hypothesis:

H4: Inclusive Leadership has a positive influence on Employee Innovative Performance

Work Motivation

Work motivation is a crucial foundation for enhancing employee performance. The existence of work motivation raises employee enthusiasm in completing their work. Work motivation fosters creativity in all fields because of interest, involvement or personal challenges (Amabile, 1997). Work motivation is shaped by Herzberg's hygiene factors theory (Herzberg, 1966), which posits that the elements affecting job satisfaction can be categorized into two groups: hygiene factors and motivation factors. The size of the maintenance factor provided will have a positive influence that will encourage enthusiasm towards achieving results (Aldabbas, Pinnington, Lahrech, & Blaique, 2023; Fischer et al., 2019; Ryan & Deci, 2000; Yoo et al., 2012). Compensation and work motivation play an important role in improving employee performance (Rony et al., 2024) as key factors in motivating and retaining the best talent (Apriliani & Hubbansyah, 2024). By offering motivational incentives like salaries and work rewards, along with enhancing employee training and skill development, employees can perform their tasks effectively and efficiently (Wardiansyah et al., 2024). Based on this description, the hypothesis proposed in this study is:

H5: Work Motivation has a positive influence on Employee Innovative Performance.

Although previous research has extensively examined the relationship between inclusive leadership, organizational support, and employee innovative behavior, the resulting empirical findings still point to inconsistencies. A number of studies show that inclusive leadership is able to enhance innovative behavior because inclusive leaders create an open, psychologically safe work environment, and encourage employee participation in the decision-making process (Jiang et al., 2022; Li & Tang, 2022). Nevertheless, other research shows that the influence of leadership on innovative performance is not always direct, but rather depends on certain psychological mechanisms that drive employee engagement and readiness to innovate (Ismail et al., 2024; Jameel et al., 2025). This suggests that the relationship between inclusive leadership and innovative performance still needs a more comprehensive explanation.

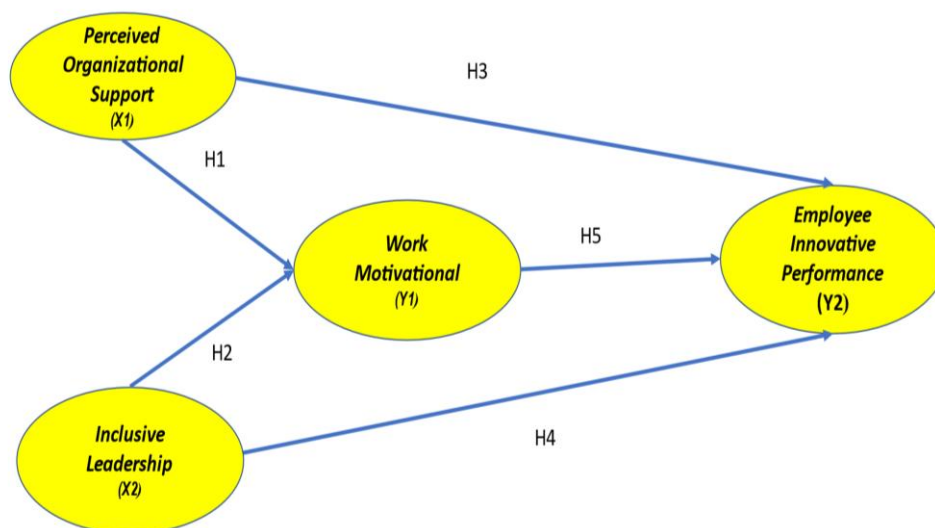
On the other hand, perceived organizational support is also often identified as an important factor in improving the innovative performance of employees because the organization provides the resources, rewards, and development opportunities necessary to generate new ideas (Ijaz & Nawaz, 2022; Sabir et al., 2022). However, some studies show that organizational support does not always directly enhance innovative performance if it is not

accompanied by psychological factors that encourage individual involvement in work (Fan et al., 2022; Shafait & Huang, 2023). The findings indicate that the influence of organizational support on innovative performance is likely to occur through individual internal mechanisms, such as work motivation that encourages employees to utilize organizational support in generating and implementing innovative ideas.

Based on these gaps, this study offers a more comprehensive approach by integrating inclusive leadership and organizational support perceived as contextual factors of the organization as well as work motivation as a psychological mechanism that mediates the relationship between the two to the innovative performance of employees. This approach is important because work motivation is an important psychological factor that encourages employees to take the initiative to generate and implement new ideas at work. Highly motivated employees tend to show greater involvement in work activities and are more proactive in developing innovative solutions for the organization (Kim et al., 2021). Recent research also shows that intrinsic motivation plays an important role in increasing employees' innovative behavior and can mediate the influence of leadership style on innovation in the workplace (Jameel et al., 2025). In addition, individual psychological factors such as empowerment and motivation have been shown to have a significant influence on innovative work behavior in modern organizations (Ismail et al., 2024).

Furthermore, the theoretical model in this study is presented in Figure 1 below,

Figure 1. Theoretical Model of the Study



METHOD

This research is an explanatory study aimed at elucidating the relationships between variables, particularly the dependent and independent variables, or the connections among these variables (Widodo, 2014). The study was conducted over a year in Semarang City. It encompasses four variables and eighteen indicators, including Perceived Organizational Support (Indicators: rewards for highly motivated employees, supervisor support, physical and non-physical working conditions, employee welfare) (Eisenberger et al., 1986; Jaenab et al., 2023), the Inclusive Leadership variable (Indicators: Openness, Availability, and Accessibility) (Carmeli et al., 2010; Jiang et al., 2022), Work Motivation variable (Indicators of hygiene

factors, such as working conditions, salary, relationships with superiors, and company policies) and Motivation factors (Indicators of Achievement, Responsibility, and Recognition) (Herzberg, 1966).

The research instrument used a questionnaire with a metric scale of 1 for perceptions of strongly disagree to 7 for perceptions of strongly agree (Ferdinand, 2014). The data collection method employed in this study spans from March to August 2024, utilizing questionnaires that are distributed directly through the Google Form application to employees working in financial institutions in Semarang. The total population for this study was sourced from the Semarang Central Statistics Agency, indicating that the working population in Semarang in 2023 (BPS.go.id, 2024). The sample was taken using a purposive sampling approach with the following criteria: Permanent employees aged at least 18 years, Minimum high school education, Working in a financial institution, Minimum length of service of one year. The sample size was determined based on the approach of the number of parameters multiplied by a maximum of 10, which was 180 respondents. Of the 180 questionnaires distributed, 160 were returned and 141 data were verified for analysis.

The data analysis process in this study employed the Structural Equation Modeling (SEM) technique using the AMOS 2.0 program. This model is a statistical method that facilitates the testing of a relatively complex set of relationships (Ghozali, 2008). The SEM analysis technique uses the Assumption Test (Normality Test, Outliers Evaluation, Multicollinearity and Singularity Evaluation, Residual Test, Validity Test and Reliability Test and Evaluation of goodness of fit criteria for testing model feasibility.

RESULTS AND DISCUSSION

Results

The assumption test in this study includes normality evaluation, outliers' evaluation, and multicollinearity evaluation. Normality testing is conducted by examining the skewness and kurtosis values of the indicators within the research variables. An indicator is considered normal and linear if the critical ratio (CR) for skewness and the kurtosis values falls within ± 2.58 at a significance level of 0.001 (1%), so it can be concluded that there is no deviant data. The univariate outlier test *is* carried out by comparing the threshold values that will be categorized as outliers by converting the data values into a standard score (z-score) which has an average of 0 (zero) and a standard deviation of 1.00. In this study with a sample of 141, the standard score was declared an outlier if the value was ≥ 3 . Observation data categories that had z-score values in the range of ± 3 was categorized as not univariate outliers. Multicollinearity and singularity can be seen from the determinant value of the covariance matrix which is small or close to zero. The Determinant of sample covariance matrix value is 0.072 and this value is > 0.01 , it shows that there are no multicollinearity and singularity problems in the observed data.

Residual Test

Residual test showed that the modified model was significantly acceptable and the determined residual was ± 2.58 at the 5% significance level (Hair et al., 2014). Based on the results, it shows that there is no residual value that exceeds 2.58.

Validity and Reliability Test

Confirmatory factor analysis (CFA) was carried out to test the validity of each variable measurement scale with a loading factor value > 0.7 (Ferdinand, 2014). The reliability of the

measurement instrument is indicated by a Cronbach alpha value > 0.70 . The exogenous latent variable consists of 2 variables, including Individual Organizational Support (Perceived Organization Support) and Inclusive Leadership. From the CFA test results show that the loading values of these indicators are valid with loading values > 0.7 . The results of the Confirmatory Factor Analysis (CFA) test are presented in Table 1, below,

Table 1. CFA Loading Values of Exogenous Variables

			Estimate
POS1	<---	Perceived_Organizational_Support	0,791
POS2	<---	Perceived_Organizational_Support	0,907
POS3	<---	Perceived_Organizational_Support	0,880
POS4	<---	Perceived_Organizational_Support	0,752
IL1	<---	Inclusive_Leadership	0,902
IL2	<---	Inclusive_Leadership	0,814
IL3	<---	Inclusive_Leadership	0,793

Source: Processed primary data, 2024

The table above shows that the indicator for the Perceived Organization Support variable obtained the highest loading value for the POS2 indicator of 0.907 and the lowest for the POS4 indicator of 0.752. For the Inclusive Leadership variable, the highest loading value was obtained for the IL1 indicator at 0.902 and the lowest for the IL3 indicator at 0.793. From the results of those loading values, since the loading value is > 0.7 , it is declared valid as a variable measure.

Confirmatory Factor Analysis of Endogenous Variables

The endogenous latent variable consists of 2 variables, including Work Motivation and Employee Innovative Performance. The CFA test showed that the loading values of these indicators are valid with loading values > 0.7 . The complete results of the Confirmatory Factor Analysis (CFA) test for endogenous variables are presented in Table 2 below,

Table 2. CFA Loading Values of Endogenous Variables

			Estimate
WM1	<---	Work_Motivation	0,786
WM2	<---	Work_Motivation	0,825
WM3	<---	Work_Motivation	0,826
WM4	<---	Work_Motivation	0,829
WM5	<---	Work_Motivation	0,889
WM6	<---	Work_Motivation	0,875
WM7	<---	Work_Motivation	0,815
EIP1	<---	Employee_Innovative_Performance	0,858
EIP2	<---	Employee_Innovative_Performance	0,934
EIP3	<---	Employee_Innovative_Performance	0,905
EIP4	<---	Employee_Innovative_Performance	0,880

Source: Processed primary data, 2024

The table shows that the indicator for the Work Motivation obtained the lowest loading value on WM1 of 0.786 and the highest on WM5 of 0.889. For Employee Innovative

Performance, the lowest loading value on the EIP1 indicator of 0.858 and the highest on the EIP2 indicator of 0.934. Since the loading value is > 0.7 , it is declared valid as a measure of the latent variable. The reliability of the variable measurement instrument shows a value of > 0.70 , which indicates that the measurement scale has good reliability. So, it can be concluded that each latent variable meets the reliable criteria, and the variance extracted value has no value below 0.50. The complete results of the construct reliability and variance extracted tests are presented in Table 3.

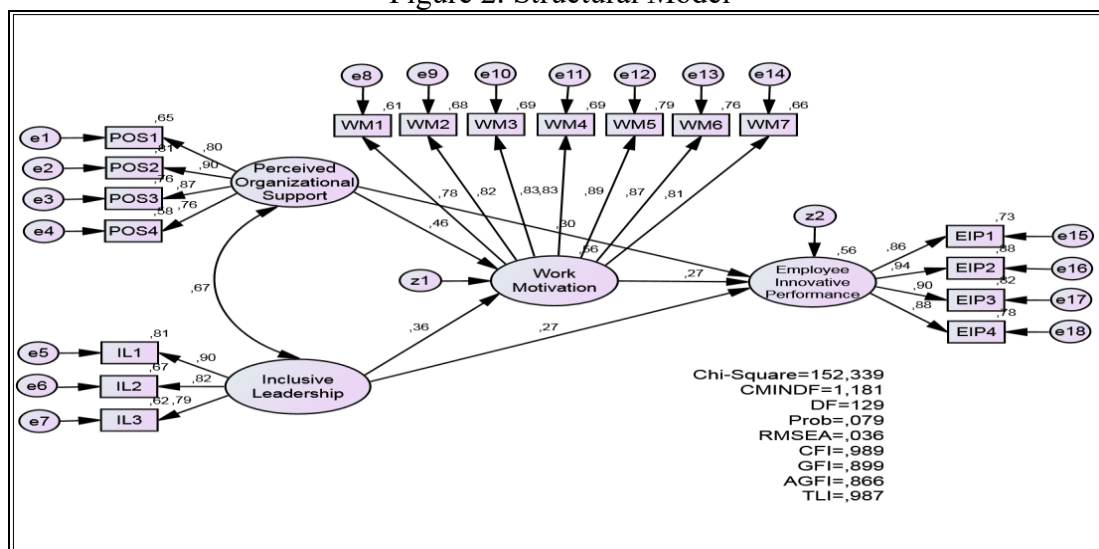
Table 3. Construct Reliability and variance extracted Analysis

Construct Reliability and variance extracted Analysis							
No	Variable	Indicator	Std Loading (Loading Factor)	Loading ²	Measuremen Error (1-Std Loading ²)	Contract Reliability	Variance Extracted
1	Perceived Organizational Support	POS1	0,805	0,648	0,352	0,903	0,700
		POS2	0,898	0,806	0,194		
		POS3	0,871	0,759	0,241		
		POS4	0,765	0,585	0,415		
		Σ	3,339	2,798	1,202		
		Σ ²	11,149				
2	Inclusive Leadership	IL1	0,901	0,812	0,188	0,875	0,701
		IL2	0,82	0,672	0,328		
		IL3	0,787	0,619	0,381		
		Σ	2,508	2,104	0,896		
		Σ ²	6,290				
3	Work Motivation	WM1	0,784	0,615	0,385	0,942	0,699
		WM2	0,823	0,677	0,323		
		WM3	0,829	0,687	0,313		
		WM4	0,832	0,692	0,308		
		WM5	0,89	0,792	0,208		
		WM6	0,874	0,764	0,236		
		WM7	0,814	0,663	0,337		
		Σ	5,846	4,890	2,110		
		Σ ²	34,176				
4	Employee Innovative Performan ce	EIP1	0,856	0,733	0,267	0,941	0,801
		EIP2	0,936	0,876	0,124		
		EIP3	0,904	0,817	0,183		
		EIP4	0,881	0,776	0,224		
		Σ	3,577	3,202	0,798		
		Σ ²	12,795				

Source: Processed primary data, 2024

The structural equation modeling model which shows the relationship between variables according to the research model is presented in Figure 2.

Figure 2. Structural Model



Based on the types of absolute fit measures and incremental fit measures, the chi-square values were: 152.339, cmin/df: 1.181, probability (p): 0.079, RMSEA: 0.036, CFI: 0.989, GFI: 0.899, AGFI: 0.866 and TLI: 0.987. From these results, the chi square value and probability (p) can be concluded that the model is fit and accepted. Furthermore, the complete regression weight results of hypothesis testing are presented in Table 4 below:

Table 4. Regression weight for Structural Model Hypothesis Testing

Hypothesis	Estimate	S.E.	Standardized Estimate	C.R.	P	Exp.
POS ---> WM	0,451	0,100	0,569	4,485	0,000	Significant
IL ---> WM	0,313	0,087	0,361	3,593	0,000	Significant
POS ---> EIP	0,293	0,107	0,298	2,748	0,006	Significant
IL ---> EIP	0,236	0,090	0,272	2,621	0,009	Significant
WM ---> EIP	0,272	0,105	0,272	2,580	0,010	Significant

Source: Processed primary data, 2024

Discussion

Based on table 4, **the first hypothesis** reveals a parameter coefficient of 0.451 for Perceived Organizational Support's impact on Work Motivation, with a CR value of 4.485 and a p-value of 0.000, indicating a significant positive effect at a 5% significance level. This is evident when leaders consistently offer clear direction and guidance for tasks, boosting self-confidence and fostering innovation and creativity. Leader support holds significant value, as the connection between leader support and employee work motivation is crucial. Leaders in financial institutions offer clear direction and guidance about tasks, enabling employees to understand their responsibilities accurately, swiftly, and efficiently. They have to ensure that respondents comply with regulations by providing support and creating a positive environment. Organizational support, comfortable work facilities, and self-development opportunities increase employee motivation. When financial institutions care and appreciate their employee performance, it will create self-satisfaction and commitment and motivate them to work better. The result of this study is supported by studies conducted by (Aldabbas, Pinnington, Lahrech,

& Blaique, 2023; Chaidir et al., 2023; Ijaz & Nawaz, 2022) and (Ahmad et al., 2023), which showed that Perceived Organizational Support has a positive and significant effect on Work Motivation and fosters employee involvement (Eviana, 2024).

The second hypothesis indicates a parameter coefficient of 0.313 for Inclusive Leadership's impact on Work Motivation, with a CR value of 3.593 and a p-value of 0.000, confirming a significant positive effect at a 5% significance level. The openness indicator of Inclusive Leadership holds significant value, demonstrating that a leader's willingness to embrace new ideas and recognize team members' contributions in a financial institution can enhance mutual trust and collaboration. This motivation fosters a dynamic and effective team. Leaders in financial institutions can facilitate learning, openness, innovation and free experimentation without fear of judgment (Negoro & Wibowo, 2021; Nugroho et al., 2024). Given the prevalence of millennial employees in today's financial institutions, leaders must create an environment that supports their ideas. Clear direction and guidance from leaders will boost self-confidence, fostering innovation and creativity. This study aligns with previous research conducted by Bhatti (Bhatti, 2019) which indicates that inclusive leadership positively impacts organizations by enhancing work motivation and fostering a sense of meaningfulness in work, thereby transforming innovative behavior (Fang et al., 2019). This can provide security to encourage work quality (Aldabbas, Pinnington, Lahrech, & Blaique, 2023; Fischer et al., 2019). They can make decisions and resolve problems that occur without fear of being judged (Umihastanti & Frianto, 2022).

The third hypothesis shows a parameter coefficient of 0.293 for Perceived Organizational Support's impact on Employee Innovative Performance, with a CR value of 2.748 and a p-value of 0.006, indicating a significant positive effect at a 5% significance level. The existence of organizational support will provide important support for respondents in creating innovative performance. When organizations in financial institutions appreciate the hard work of their employee and contribute to facilities, give incentives and rewards, these can create a work environment that supports employee creativity and innovation. The reciprocity by the organization provides challenges for achieving the best results (Umihastanti & Frianto, 2022). This study is also in line with a study conducted by Nazir et al, (Nazir et al., 2019) and Sabir et al, (Sabir et al., 2022), that organizational support can create employee commitment so that they have behavior in achieving innovative performance. Organizational support and good management will bring the changes in attitudes to be more creative and innovative (Ijaz & Nawaz, 2022; Suifan et al., 2018; Volery & Tarabashkina, 2021).

The fourth hypothesis indicates a parameter coefficient of 0.236 for Inclusive Leadership's impact on Employee Innovative Performance, with a CR value of 2.621 and a p-value of 0.009, confirming a significant positive effect at a 5% significance level. Inclusive Leadership will motivate respondents' creativity in achieving performance. Good and appropriate leadership support in implementing an organization will provide the employee with work motivation in developing soft skills in preparation for facing future challenges (Andani & Wibawa, 2022). Regarding inclusive leadership indicators in terms of availability, openness and accessibility, employees need a leader who is caring, fair, firm, humorous, and supportive in providing resources and opportunities to develop, can manage the management functions well and have an egalitarian and transparent attitude. Employees in financial institutions require leaders who value individual uniqueness and foster an inclusive environment to promote teamwork. Additionally, they seek an ideal leader who comprehends business processes, effectively implements management functions, is open, offers access and support, evaluates performance fairly, fosters collaboration, and promotes employee development. Leaders should

care for, listen to, and respect all employees, regardless of their seniority. This capability will foster an adaptive environment where employees can effectively implement their creative ideas as positive contributions. Respondents participated in strategic project activities aimed at enhancing soft skills through knowledge, skills, and work experience. They require dedicated opportunities to develop their soft skills via various training initiatives and promotional programs recognizing their achievements. The adaptability of inclusive leadership will promote and foster positive work motivation, leading to innovative behavior (Nguyen et al., 2019). This research aligns with the study Bannay et al. (Bannay et al., 2020), which found that inclusive leadership can motivate employees to engage in creativity and generate new ideas that enhance organizational productivity (Ismael, 2023; Li & Tang, 2022). Inclusive leadership can provide satisfaction at work, and work motivation which will influence employee attitudes and behavior in carrying out positive activities for organizational productivity purposes (Dahleez et al., 2023; Harahap & Khair, 2019).

The fifth hypothesis shows a parameter coefficient of 0.272 for Work Motivation's impact on Employee Innovative Performance, with a CR value of 2.580 and a p-value of 0.010, indicating a significant positive effect at a 5% significance level. Work motivation is what drives employees in achieving their goals. This form of work achievement can be realized by employees in financial institutions by creating creative ideas and innovations for the products produced. This work motivation is realized through hygiene factors or Extrinsic Motivation and Motivation Factors or Intrinsic Motivation which are realized in the availability of a safe and conducive work environment, where the team supports each other and works well together, good compensation, overall company reform and supervision from leadership which is realized through regular monitoring and evaluation of banking policy compliance and data privacy. The existence of company reformation has made employees keep reporting the achievements of the work they have done. Meanwhile, the Motivation Factors (Intrinsic Motivation) of respondents are related to achievement, responsibility and recognition. Achievement and responsibility can be achieved by creating creative ideas, maintaining integrity, carrying out work well, and achieving goals well. Meanwhile, respondents can realize the form of recognition in the form of positive thinking, remaining enthusiastic, and remaining focused on goals. Apart from that, respondents can maintain good relationships with co-workers, utilize technology and act professionally. This is in line with study by Rony et al (Rony et al., 2024), work motivation has a significant and positive relationship with employee performance. Having work motivation will increase overall organizational productivity (Apriliani & Hubbansyah, 2024). The higher the intrinsic motivation, the greater the positive effect on creative/innovative outcomes (Fischer et al., 2019).

Detection Test of Indirect Effect

The test results of indirect effect based on the results of the AMOS test, an indirect influence was found from perceived organizational support and inclusive leadership on employee innovative performance as presented in table 5 below.

Table 5. Standardized Indirect Effects

Variables	Indirect Effect
POS on EIP through WM	0,125
IL on EIP through WM	0,098

Source: Processed primary data, 2024

Based on Tabel 5, the results of the analysis showed that work motivation mediated the relationship between perceived organizational support and inclusive leadership on employees' innovative performance. Indirect influence values show that perceived organizational support has a greater indirect influence on employees' innovative performance through work motivation compared to inclusive leadership. These findings indicate that when employees feel support from the organization in the form of attention, rewards, and adequate provision of resources, it increases employee motivation which ultimately encourages them to generate and implement innovative ideas at work.

This finding can be explained through the perspective of Self-Determination Theory (SDT) which states that individual motivation will increase when the work environment is able to meet basic psychological needs, namely autonomy, competence, and relatedness (Ryan & Deci, 2000, 2024). Inclusive organizational and leadership support creates working conditions that allow employees to feel valued, have the opportunity to participate, and receive support in developing their skills. When those psychological needs are met, employees will show higher intrinsic motivation to contribute creatively and innovatively in the organization. Some empirical research has also shown that a supportive work environment and inclusive leadership are able to increase employees' intrinsic motivation which ultimately drives the emergence of innovative behaviors in the workplace (Jiang et al., 2022; Li & Tang, 2022).

In addition, the findings of this study can also be explained through Social Exchange Theory (SET) which emphasizes that the relationship between employees and the organization is based on the principle of reciprocity (Blau, 1964). When employees feel support from the organization as well as from their leaders, they will feel a moral obligation to reciprocate that positive treatment through greater contributions to the organization. One form of such contribution is to show innovative behavior in their work. Previous research has also shown that positive organizational and leadership support can enhance employees' innovative behaviors through psychological mechanisms such as work motivation, work engagement, and psychological safety (Qi et al., 2019; Randel et al., 2018).

The findings of this study are also in line with several previous studies that have shown that work motivation plays an important role as an important mechanism in explaining the relationship between organizational practices and employees' innovative behaviors. Research by Li and Tang (2022) shows that inclusive leadership can improve employee innovative performance through psychological mechanisms that increase motivation and a sense of security at work. Similarly, research by Qi et al. (2019) shows that perceived organizational support can encourage innovative employee behavior through increased positive attitudes and work engagement. Thus, the results of this study reinforce previous findings that work motivation is an important psychological factor in bridging the relationship between organizational factors and employees' innovative behaviors.

CONCLUSION

This study aims to analyze the influence of inclusive leadership and perceived organizational support on the innovative performance of employees with work motivation as a mediating variable. The results of the study show that perceived organizational support has a positive and significant influence on employee work motivation, and is the most dominant factor in increasing work motivation. This shows that when organizations provide adequate attention, support, and resources to employees, employees will feel valued and encouraged to improve their morale. In addition, inclusive leadership has also been shown to have a positive effect on

work motivation, which shows that leaders who are open, respect diversity of ideas, and involve employees in decision-making can increase employee work motivation.

The results of the study also show that perceived organizational support and inclusive leadership have a positive effect on the innovative performance of employees. Between these two factors, perceived organizational support has a more dominant influence in improving employees' innovative performance. This shows that organizations that provide a supportive work environment, provide development opportunities, and provide adequate resources will encourage employees to generate new ideas and innovate in their work. In addition, this study also shows that work motivation has a positive influence on employee innovative performance, which means that the higher the employee's work motivation, the greater the tendency of employees to show innovative behavior in their work.

Theoretical Implications

Theoretically, this study contributes to the development of the literature in the field of organizational behavior and human resource management, particularly related to the relationship between inclusive leadership, perceived organizational support, work motivation, and innovative employee performance. The findings of this study support the perspective of Self-Determination Theory, which explains that work motivation will increase when individuals feel support for psychological needs such as autonomy, competence, and connectedness. In addition, the results of this study are also in line with Social Exchange Theory, which states that employees tend to reciprocate positive treatment from organizations and leaders by exhibiting behaviors that benefit the organization, including through innovative performance improvements. Thus, this research enriches understanding of the mechanisms by which organizational support and inclusive leadership practices can improve employees' innovative performance through increased work motivation.

Managerial Implications

Practically, the results of this study provide important implications for organizations in improving the innovative performance of employees. Organizations need to strengthen organizational support through the provision of adequate work resources, competency development opportunities, and a fair reward system so that employees feel valued and encouraged to innovate. In addition, organizations also need to encourage the implementation of inclusive leadership that provides space for employees to convey ideas and participate in the decision-making process. By increasing work motivation through organizational support and inclusive leadership practices, organizations can create a work environment conducive to innovation and increase the organization's competitive advantage.

Research Limitations

This research has several limitations that need to be considered. First, this study uses a cross-sectional approach, so it cannot fully describe the causal relationship between variables in the long term. Second, this study only uses one mediating variable, namely work motivation, while there are still other psychological factors that have the potential to affect innovative employee performance, such as psychological safety, employee engagement, or creative self-efficacy. Third, this research was conducted in a specific organizational context so that the results of this study have limitations in terms of generalization in different organizational contexts.

Future Research Directions

Further research is recommended to develop a more comprehensive research model by including other relevant variables, such as psychological safety, employee engagement, knowledge sharing, or creative self-efficacy as mediating or moderation variables in the relationship between inclusive leadership, organizational support, and innovative employee performance. In addition, future research may also use a longitudinal approach to gain a deeper understanding of the dynamics of the relationship between variables in the long term. Further research is also recommended to expand the research objects on various sectors of different industries or organizations in order to gain a more comprehensive understanding of the factors that affect the innovative performance of employees.

REFERENCES

- Afsar, B., Al-Ghazali, B. M., Cheema, S., & ... (2020). Cultural intelligence and innovative work behavior: the role of work engagement and interpersonal trust. *European Journal of Innovation Management*, 1460–1060. <https://doi.org/10.1108/EJIM-01-2020-0008>
- Afsar, B., & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of Workplace Learning*, 29(2), 95–109. <https://doi.org/10.1108/JWL-11-2015-0086>
- Ahmad, N., Alam, M., Nafees, B., & Rehman, J. U. (2023). Does Perceived Organizational Support Matter? Sequential Mediation Analysis of Job Satisfaction. *Journal of Policy Research*, 9(2), 636–651. <https://doi.org/https://doi.org/10.5281/zenodo.8331382>
- Al-Matari, E. M., Al-Swidi, A. K., & Fadzil, F. H. B. (2014). The Measurements of Firm Performance's Dimensions. *Asian Journal of Finance & Accounting*, 6(1), 24. <https://doi.org/10.5296/ajfa.v6i1.4761>
- Aldabbas, H., Pinnington, A., Lahrech, A., & Blaique, L. (2023). Extrinsic rewards for employee creativity? The role of perceived organisational support, work engagement and intrinsic motivation. *International Journal of Innovation Science*, 1757–2223. <https://doi.org/10.1108/IJIS-08-2022-0165>
- Aldabbas, H., Pinnington, A., Lahrech, & Abdelmounaim. (2023). The influence of perceived organizational support on employee creativity: The mediating role of work engagement. *Current Psychology*, 42, 6501–6515. <https://doi.org/10.1007/s12144-021-01992-1>
- Amabile, T. M. (1997). Motivating Creativity in Organizations: On Doing What You love And Loving What You Do. *California Management Review*, 40(1), 39–58.
- Andani, N. W. R., & Wibawa, I. M. A. (2022). Pengaruh Kepemimpinan Inklusif Terhadap Perilaku Inovatif Karyawan Dimediasi Oleh Perceived Organizational Support. *E-Jurnal Manajemen*, 11(2), 210–229.
- Apriliani, N., & Hubbansyah, A. K. (2024). *The Role Of Compensation And Work Motivation On Employee Performance : A Literature Review On Companies In Indonesia*. 4(June), 83–93.
- Audenaert, M., Vanderstraeten, A., & Buyens, D. (2017). When innovation requirements empower individual innovation: the role of job complexity. *Personnel Review*, 46(3), 608–623. <https://doi.org/10.1108/PR-10-2014-0219>
- Bannay, D. falih;, Had, M. J., & Amanah, A. A. (2020). The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement. *Problems and Perspectives in Management*, 18(3). <https://doi.org/10.21511/ppm>.
- Bhatti, O. K. (2019). *Motivasi karyawan yang Islami perspektif*.

- Blau, P. M. (1964). Justice in Social Exchange. *Sociological Inquiry*, 34(2), 193–206. <https://doi.org/10.1111/j.1475-682X.1964.tb00583.x>
- Bps.go.id. (2024). *Jumlah Angkatan Kerja (Jiwa), 2021-2023*. Bps.Go.Id.
- 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>
- Carmeli, A., & Schaubroeck, J. (2006). Top management team behavioral integration, decision quality, and organizational decline. *The Leadership Quarterly*.
- Chaidir, J., Haerofiatna, H., Kania, D., & Wahyudi, W. (2023). Peran mediasi komitmen afektif pada persepsi dukungan organisasi terhadap kinerja karyawan. *MBR (Management and Business Review)*, 7(1), 30–45. <https://doi.org/10.21067/mbr.v7i1.8723>
- Dahleez, K. A., Aboramadan, M., & Abdelfattah, F. (2023). Inclusive leadership and job satisfaction in Omani higher education: the mediation of psychological ownership and employee thriving. *International Journal of Educational Management*, 37(4), 907–925. <https://doi.org/10.1108/IJEM-07-2022-0274>
- Deloitte. (2022). The Deloitte Global Millennial Survey 2022. In *The Deloitte Global 2022 Gen Z and Millennial Survey*.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceive Organisational Support. *Journal of Applied Psychology*, 71(3), 500–507.
- Eviana, N. (2024). The Role of Perceived Organizational Support (POS) and Employee Satisfaction to Enhance Employee Engagement: Does Gender and Tenure Matter? *Jurnal Manajemen Bisnis*, 15(1), 13–31. <https://doi.org/10.18196/mb.v15i1.19529>
- Fan, C., Tang, S., Chen, L., & Sun, T. (2022). Perceived organizational support and proactive innovation behavior: The mediating role of basic psychological needs. *Frontiers in Psychology*, 13, 804363.
- Fang, Y., Chen, J., Wang, M., & Chen, C. (2019). The Impact of Inclusive Leadership on Employees' Innovative Behaviors: The Mediation of Psychological Capital. *Frontiers in Physiology*, 10(August), 1–11. <https://doi.org/10.3389/fpsyg.2019.01803>
- Ferdinand, A. . (2014). *Metode Penelitian Manajemen Pedoman Penelitian untuk Penulisan Skripsi Tesis dan Disertasi Ilmu Manajemen* (5th ed.). UNDIP Press.
- Fischer, C., Malycha, C. P., & Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in Psychology*, 10(FEB), 1–15. <https://doi.org/10.3389/fpsyg.2019.00137>
- Fitria, T., Hardiyana, A., Danasasmita, W. M., & Jatmika, L. (2023). Effect of Work Motivation and Work Environment on Employee Performance. *Acman: Accounting and Management Journal*, 3(2), 133–145. <https://doi.org/10.55208/aj.v3i2.65>
- Ghozali, I. (2008). *Structural Equation Modeling Teori, Konsep dan Aplikasi*. Badan Penerbit Universitas Diponegoro Semarang.
- Hair et al. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*.
- Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of Individual-Level Innovation at Work: A Meta-Analysis. *Psychology of Aesthetics, Creativity, and the Arts*, 5(1), 90–105. <https://doi.org/10.1037/a0018556>
- Harahap, D. S., & Khair, H. (2019). Pengaruh Kepemimpinan Dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja. *Jurnal Ilmiah Magister Manajemen*, 2(1), 69–88. <https://doi.org/10.30596/maneggio.v2i1.3404>

- Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland: World Pub. Co.
- Huang, R. T. (2022). Exploring the roles of self-determined motivation and perceived organizational support in organizational change. *European Journal of Management and Business Economics*. <https://doi.org/10.1108/EJMBE-03-2022-0056>
- Ijaz, S., & Nawaz, S. (2022). Impact of Organizational Support on Employee Creativity and Innovative Work Behavior: Mediation of Employee Creativity. *Pakistan Social Sciences Review*, 6(IV), 41–51. [https://doi.org/10.35484/pssr.2022\(6-iv\)05](https://doi.org/10.35484/pssr.2022(6-iv)05)
- Indriastuti, D., & Fachrunnisa, O. (2020). Encouraging Behavior Support To Change : The Role Of Individual Readiness To Change And Commitment To Change. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 3(4), 270–282.
- Ismael, M. U. (2023). The effect of leadership style on employee motivation, case study: Al-Neelain University in Sudan -Khartoum). *World Journal of Advanced Research and Reviews*, 18(1), 989–1000. <https://doi.org/10.30574/wjarr.2023.18.1.0703>
- Ismail, I., Ebrahim, Z. B., Kassim, E. S., & Alam, B. P. A. (2024). How individual factors shape innovative work behavior in malaysian heis: the role of innovation capability, knowledge sharing and psychological empowerment. *Information Management and Business Review*, 16(3), 495–513.
- Jaboob, M. (2023). Sustaining Employee s ' Creativity through the Organizational Justice : The Mediating Role of Leadership Styles. *World Development Sustainability*, 100115. <https://doi.org/10.1016/j.wds.2023.100115>
- Jaenab, J., Usadha, I. D. N., & Rahmatia, R. (2023). Pengaruh Kerjasama Tim dan Persepsi Dukungan Organisasi Terhadap Prestasi Kerja Karyawan. *Journal of Business and Economics Research (JBE)*, 4(1), 103–108. <https://doi.org/10.47065/jbe.v4i1.2897>
- Jameel, A., Guo, W., Hussain, A., & Kanwel, S. (2025). Enhancing innovative work behavior through transformational leadership in tourism and hospitality employees: the mediating role of intrinsic motivation and employee creativity. *BMC Psychology*, 13(1), 1018.
- Jiang, J., Ding, W., & Wang, R. (2022). Inclusive leadership and employees ' voice behavior : A moderated mediation model. *Curr Psychol*, 41, 6395–6405.
- Kaltiainen, J., & Hakanen, J. (2020). Fostering task and adaptive performance through employee well-being: The role of servant leadership. *BRQ Business Research Quarterly*. <https://doi.org/10.1177/2340944420981599>
- Khursigara, M., Kwan, B., & Mai, C. T. H. (2023). *Is the workforce ready for reinvention?*
- Kim, M., Koo, D.-W., & Han, H.-S. (2021). Innovative behavior motivations among frontline employees: The mediating role of knowledge management. *International Journal of Hospitality Management*, 99, 103062.
- Kundu, S. C., Kumar, S., & Lata, K. (2019). Effects of perceived role clarity on innovative work behavior: a multiple mediation model. *RAUSP Management Journal*, 55(4), 457–472. <https://doi.org/10.1108/RAUSP-04-2019-0056>
- Li, T., & Tang, N. (2022). Inclusive Leadership and Innovative Performance: A Multi-Level Mediation Model of Psychological Safety. *Frontiers in Psychology*, 13(June), 1–13. <https://doi.org/10.3389/fpsyg.2022.934831>
- Loughlin, E. M., & Priyadarshini, A. (2021). Adaptability in the workplace: Investigating the adaptive performance job requirements for a project manager. *Project Leadership and Society*, 2(August 2020), 100012. <https://doi.org/10.1016/j.plas.2021.100012>
- Margaretha, M., Sudiro, A., Kurniawati, D. T., & Prabandari, S. P. (2025). Enhancing innovative work behavior through perceived organizational support: The mediating role of person-organization fit. *Problems and Perspectives in Management*, 23(2), 583.

- Messmann, G., Stoffers, J., Heijden, B. van der, & Mulder, R. H. (2015). Joint effects of job demands and job resources on vocational teachers' innovative work behaviour. *Personnel Review*, 34(1), 1–5. <https://doi.org/https://doi.org/10.1108/PR-03-2016-0053>
- Mursidta, S. (2017). Pengaruh Perceived Organizational Support (Persepsi Dukungan Organisasi) Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Varia Usaha Beton Gresik. *Jurnal Ilmu Manajemen*, 5(1), 1–12.
- Nazir, S., Shafi, A., Atif, M. M., Qun, W., & Abdullah, S. M. (2019). How organization justice and perceived organizational support facilitate employees' innovative behavior at work. *Employee Relations*, 41(6), 1288–1311. <https://doi.org/10.1108/ER-01-2017-0007>
- Negoro, M. C. W., & Wibowo, A. (2021). Empathetic Leadership, Job Satisfaction and Intention To Leave Among Millennials in a Start-Up Industry: Needs' Satisfaction As a Mediating Variable. *Journal of Indonesian Economy and Business*, 36(2), 136–154. <https://doi.org/10.22146/jieb.v36i2.1398>
- Nguyen, P. V., Le, H. T. N., Trinh, T. V. A., & Do, H. T. S. (2019). The effects of inclusive leadership on job performance through mediators. *Asian Academy of Management Journal*, 24(2), 63–94. <https://doi.org/10.21315/aamj2019.24.2.4>
- Nugroho, D., Agustin, S. M., Nurhayanti, W., Rizki, N. S., & Ismail, YusufWulan, V. S. (2024). Kepemimpinan Ideal Pada Era Generasi Milenial. *Jurnal Ilmiah Ekonomi Dan Manajemen*, 2(6), 57–64. <https://doi.org/https://doi.org/10.61722/jiem.v2i6.1273>
- Pinnington, A. H., Aldabbas, H., Mirshahi, F., & Brown, M. L. (2024). Networks perceptions and job satisfaction: the mediating role of perceived organizational support for women's work contribution. *Baltic Journal of Management*, 1746–5265. <https://doi.org/10.1108/BJM-04-2023-0169>
- Pradhan, R. K., Jena, L. K., & Singh, S. K. (2017). Examining the role of emotional intelligence between organizational learning and adaptive performance in Indian manufacturing industries. *Journal of Workplace Learning*.
- Purnamaningtyas, S. D., & Rahardja, E. (2021). Pengaruh Kepemimpinan Inklusif dan Budaya Organisasi Terhadap Kinerja Pegawai Dengan Perilaku Inovatif Sebagai variabel Mediasi (Studi Pada Pegawai Dinas Perindustrian dan Perdagangan Provinsi JawaTengah). *Diponegoro Journal Of Management*, 10(3), 1–12.
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator. *PLoS ONE*, 14(2), 1–14. <https://doi.org/10.1371/journal.pone.0212091>
- Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190–203. <https://doi.org/10.1016/j.hrmr.2017.07.002>
- Rony, Z. T., Wijaya, I. M. S., Nababan, D., Julyanthry, J., Silalahi, M., Ganiem, L. M., Judijanto, L., Herman, H., & Saputra, N. (2024). Analyzing the Impact of Human Resources Competence and Work Motivation on Employee Performance: A Statistical Perspective. *Journal of Statistics Applications and Probability*, 13(2), 787–793. <https://doi.org/10.18576/jsap/130216>
- Ryan, R. M., & Deci, E. L. (2000). Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being. *American Psychologist*, 55(1), 68–78. <https://doi.org/https://doi.org/10.1037/0003-066X.55.1.68>
- Ryan, R. M., & Deci, E. L. (2024). Self-determination theory. In *Encyclopedia of quality of life and well-being research* (pp. 6229–6235). Springer.

- Sabir, I., Ali, I., Majid, M. B., Sabir, N., Mehmood, H., Rehman, A. U., & Nawaz, F. (2022). Impact of perceived organizational support on employee performance in IT firms – a comparison among Pakistan and Saudi Arabia. *International Journal of Organizational Analysis*, 30(3), 795–815. <https://doi.org/10.1108/IJOA-10-2019-1914>
- Scott, S. G., Bruce, R. A., Scott, S. G., & Bruce, R. A. (1994). The birth of a century: early color photographs of America. *Choice Reviews Online*, 32(03), 32-1325-32–1325. <https://doi.org/10.5860/choice.32-1325>
- Shafait, Z., & Huang, J. (2023). Exploring the nexus of emotional intelligence and university performance: an investigation through perceived organizational support and innovative work behavior. *Psychology Research and Behavior Management*, 4295–4313.
- Shaheen, K., Waheed, A., & H. Hashmi, W. (2020). Extrinsic rewards and creative performance syndrome: The mediating mechanism and interacting effects. *Thinking Skills and Creativity*, 38(April), 100713. <https://doi.org/10.1016/j.tsc.2020.100713>
- Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). The impact of transformational leadership on employees' creativity: The mediating role of perceived organizational support. *Management Research Review*, 41(1), 113–132. <https://doi.org/10.1108/MRR-02-2017-0032>
- Sumardjo, M., & Supriadi, Y. N. (2023). Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior. *Quality - Access to Success*, 24(192), 376–384. <https://doi.org/10.47750/QAS/24.192.45>
- Sun, H., Ali, Z., & Wei, L. (2021). The impact of management support on individual learning opportunity and creativity performance in Hong Kong manufacturing companies. *Journal of Manufacturing Technology Management*. <https://doi.org/10.1108/jmtm-01-2021-0001>
- Trabucchi, D., Bellis, P., Di Marco, D., Buganza, T., & Verganti, R. (2020). Attitude vs involvement: a systematic literature review at the intersection between engagement and innovation. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-05-2020-0171>
- Tse, H. H. M., To, M. L., & Chiu, W. C. K. (2018). When and why does transformational leadership influence employee creativity? The roles of personal control and creative personality. *Human Resource Management*, 57(1), 145–157. <https://doi.org/10.1002/hrm.21855>
- Umihastanti, D., & Frianto, A. (2022). Pengaruh Dukungan Organisasi dan Employee Engagement Terhadap Kinerja Pegawai Badan Kepegawaian Daerah. *Jurnal Ilmu Manajemen*, 10(1), 219–232.
- Vidotto, J. D. F., Ferenhof, H. A., Selig, P. M., & Bastos, R. C. (2017). A human capital measurement scale. *Journal of Intellectual Capital*, 18(2), 316–329. <https://doi.org/10.1108/JIC-08-2016-0085>
- Volery, T., & Tarabashkina, L. (2021). The impact of organisational support, employee creativity and work centrality on innovative work behaviour. *Journal of Business Research*, 129(March), 295–303. <https://doi.org/10.1016/j.jbusres.2021.02.049>
- Wardiansyah, D. R., Khusniyah Indrawati, N., & Tri Kurniawati, D. (2024). The effect of employee motivation and employee engagement on job performance mediated by job satisfaction. *International Journal of Research in Business and Social Science (2147-4478)*, 13(1), 220–231. <https://doi.org/10.20525/ijrbs.v13i1.3133>
- Widodo. (2014). *Metodologi Penelitian Manajemen*. In Unissula Press. <https://doi.org/https://doi.org/10.1007/s13398-014-0173-7.2>

- Wu, T. J., & Wu, Y. J. (2019). Innovative work behaviors, employee engagement, and surface acting: A delineation of supervisor-employee emotional contagion effects. *Management Decision*, 57(11), 3200–3216. <https://doi.org/10.1108/MD-02-2018-0196>
- Wu, Y., Rasheed, M. I., Chang, Y.-S., Murtza, M. H., & Peng, M. Y.-P. (2025). Inclusive leadership, service innovation, and knowledge sharing: the roles of intrinsic motivation and sleep quality. *Knowledge Management Research & Practice*, 23(5), 507–516.
- Xiaotao, Z., Yang, X., Diaz, I., & Yu, M. (2018). Is too much inclusive leadership a good thing? An examination of curvilinear relationship between inclusive leadership and employees' task performance. *International Journal of Manpower*, 39(7), 882–895. <https://doi.org/10.1108/IJM-01-2017-0011>
- Yang, J., Wang, Y., Huang, H., Han, J., & Zhou, Y. (2025). How can inclusive leadership motivate employee voice? A cross-level study from psychological capital and internal social capital perspective. *BMC Psychology*, 13(1), 1249.
- Yoo, S. J., Han, S. H., & Huang, W. (2012). The roles of intrinsic motivators and extrinsic motivators in promoting e-learning in the workplace: A case from South Korea. *Computers in Human Behavior*, 28(3), 942–950. <https://doi.org/10.1016/j.chb.2011.12.015>
- Zafar, S., Raziq, M. M., Igoe, J., Moazzam, M., & Ozturk, I. (2024). Inclusive leadership and innovative work behavior: Roles of autonomous motivation and horizontal and vertical trust. *Current Psychology*, 43(14), 12680–12695.