

Leading inclusively, thriving resiliently: Testing a mediation–moderation model of employee well-being in the retail industry

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Abstract

The present study examined the impact of inclusive leadership on employee well-being, with psychological resilience serving as a mediating variable and perceived organizational support as a moderating variable. The participants were employees of a retail chain in Bengkulu, Indonesia. A total of 220 respondents were surveyed using an online, structured questionnaire with a six-point Likert scale. Data analysis was conducted using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4.0. The study's findings demonstrate that inclusive leadership positively and significantly influences employee well-being and psychological resilience. Furthermore, psychological resilience has been shown to enhance employee well-being and in mediate the association between inclusive leadership and well-being. However, perceived organizational support did not demonstrate a statistically significant moderating influence on the connection between psychological resilience and employee well-being. Theoretically, this research contributes to prior scholarship by clarifying the processes by which inclusive leadership enhances employee well-being through the development of psychological resilience. From a pragmatic standpoint, the present results highlight the necessity of fostering inclusive leadership and reinforcing psychological resilience initiatives in the retail industry. Additionally, the findings indicate that the perceived role of organizational support can vary contingent upon the organizational context and culture.

Introduction

In the contemporary organizational environment, characterized by its dynamism and increasing complexity, researchers and practitioners in the field of human resources (HR) management are paying more attention to the issue of employee well-being. Employee well-being is widely recognized as a critical determinant of individual performance, organizational effectiveness, and the development of healthy and productive work environments (Wright & Huang, 2012). Employees are increasingly exposed to stress, burnout, and disengagement as their job demands grow more intense, a trend fueled by heightened competition, fast-paced technological change, and persistent organizational restructuring. Prior studies consistently demonstrate that higher levels of employee well-being contribute to improved organizational efficiency and sustainable performance (Bakker, 2015). Moreover, supportive and healthy work environments foster more substantial employee commitment, engagement, and productivity (Bella, 2023). Organizations that prioritize both employees' physical and psychological health are therefore better positioned to enhance job satisfaction and long-term organizational loyalty (Pradhan & Hati, 2022).

Within this context, inclusive leadership has attracted growing scholarly attention as a leadership approach that promotes employee well-being. Inclusive leadership is characterized by openness, accessibility, fairness, and respect for employee input, ensuring that individuals feel valued and psychologically safe within the organization (Shore & Chung, 2022). By encouraging participation and acknowledging diverse perspectives, inclusive leaders enhance employee job

engagement and satisfaction, which in turn contribute to positive organizational outcomes (Choi et al., 2015). Empirical evidence suggests that inclusive leadership, as well as related positive leadership styles such as leadership approaches that foster employee empowerment and shared influence, can reduce disengagement, alleviate interpersonal tension, and strengthen collaboration within teams. (Randel et al., 2018; Irwan et al., 2025). By removing participation barriers and facilitating meaningful involvement, inclusive leadership enables employees to contribute more fully to organizational goals (Kuknor & Bhattacharya, 2020). As a result, when leaders practice inclusive behaviors, employees often feel more supported, viewing these actions as a sign that the organization values their well-being.

Perceived organizational support (POS) describes employees' assessments regarding the degree to which their organization acknowledges and values their contributions and shows care for their well-being (Eisenberger et al., 2020). When employees experience strong organizational support, they typically respond with increased commitment, stronger enthusiasm, and more positive attitudes toward their work. Prior research indicates that POS can reduce work-related stress and enhance employees' psychological resources, thereby improving overall well-being (Ferreira & Gomes, 2023). Studies in emerging economies also emphasize the crucial influence of perceived organizational support on shaping employee attitudes and outcomes (e.g., Yunaningsih et al., 2024). In increasingly uncertain and demanding work environments, organizational support serves an essential function in assisting employees to cope with role ambiguity, workload pressure, and ongoing organizational change (Bui et al., 2024). Strong perceived organizational support helps employees build greater psychological resilience, thus improving their capacity to manage stressors and workplace challenges effectively.

Psychological resilience represents an individual's capability to adjust to adverse conditions, bounce back from setbacks, and maintain psychological functioning under stressful circumstances (Wang et al., 2025). Employees with higher degrees of psychological resilience are generally more capable of managing work-related stress and regain emotional balance following adverse experiences (Wang et al., 2025). In organizational settings, resilience functions as a critical individual asset that buffers against the adverse impact of job requirements and reduces the likelihood of psychological strain (Dowd et al., 2018; Cooper et al., 2019). Moreover, resilient employees tend to sustain job satisfaction and well-being despite prolonged exposure to work pressure and uncertainty (Aslam & Ul Islam, 2024).

Although scholarly work on inclusive leadership, psychological resilience, and employee well-being continues to grow, the specific pathways through which inclusive leadership enhances well-being remain unclear. Existing studies have largely focused on direct effects, providing limited understanding of the underlying psychological processes that connect leadership actions to well-being. Although some studies suggest that psychological resilience enables employees to better benefit from inclusive leadership (Nishii & Leroy, 2022; Liu et al., 2017), other findings indicate that resilience does not consistently function as a mediator under different organizational conditions and job demands (Batoool et al., 2022; Tonkin et al., 2018). Such inconsistent results indicate that the mediating function of psychological resilience remains both theoretically underdeveloped and empirically unresolved.

In a similar vein, the moderating function of perceived organizational support in the relationship linking psychological resilience and employee well-being remains inconclusive. Organizational Support Theory posits that supportive organizational practices strengthen employees' psychological resources and enhance well-being (Eisenberger et al., 2020). However, empirical evidence remains inconsistent. While some studies report that POS strengthens the positive influence of resilience on employee well-being (Pattali et al., 2024), others suggest that organizational support may be less effective under conditions of extreme pressure or intense competition (Abdulmohdi, 2024; Meyers et al., 2019). These inconsistencies highlight the need to further examine POS as a boundary condition that shapes when and how psychological resilience translates into improved employee well-being.

Studies investigating the link between inclusive leadership and employee well-being have also yielded mixed results, suggesting that this connection may vary depending on context and

personal factors. Although inclusive leadership is generally associated with positive employee outcomes (Zhang & Ma, 2017), evidence from contrasting leadership styles indicates that destructive leadership behaviors can undermine employee engagement and increase adverse outcomes such as turnover intention, emphasizing the pivotal importance of leadership effectiveness in shaping employee well-being (Hadi et al., 2025; Javed et al., 2019; Rasool et al., 2021). Examining inclusive leadership, psychological resilience, and perceived organizational support in isolation therefore provides an incomplete understanding of employee well-being.

Notably, comprehensive empirical research that integrates inclusive leadership, psychological resilience, perceived organizational support, and employee well-being into a single conceptual model remains limited. Prior research has typically examined only subsets among these variables. For example, Aboramadan et al. (2022) focused on inclusive leadership and organizational support, yet did not explicitly address employee well-being, while Ahmad et al. (2025) examined psychological well-being without incorporating leadership or organizational support-related dimensions. Other studies investigated resilience alongside organizational support (Wang et al., 2025) or examined well-being and resilience without accounting for leadership influences (Pocinho et al., 2022). Consequently, the combined psychological and organizational mechanisms by which inclusive leadership affects employee well-being remain underexplored.

This gap is especially salient within the retail sector, in which employees are regularly exposed to intense job demands, emotional labor, extended working hours, and strict performance targets, all of which pose significant risks to well-being (Widjaja et al., 2024). Compared to employees in other industries, retail workers tend to be more susceptible to workplace stress, emotional fatigue, and reduced well-being (Cai et al., 2024; Labrague & De los Santos, 2020). Therefore, the present research seeks to investigate the function of psychological resilience as a mediating mechanism and perceived organizational support as a moderating variable within the association linking inclusive leadership and employee well-being in Bengkulu City, Indonesia.

This study integrates leadership, psychological, and organizational perspectives to offer several theoretical contributions. Firstly, it advances scholarly discussions on leadership and well-being by elucidating the psychological process by which inclusive leadership affects employee well-being. Secondly, it extends organizational support theory by identifying the boundary conditions that influence how psychological resilience leads to improved well-being. Thirdly, it provides contextual evidence from a high-demand service sector within a developing economy, thereby enhancing the cross-cultural applicability of existing theories. Taken together, these contributions deepen the understanding of employee well-being and yield practical implications for fostering inclusive leadership and strengthening organizational support in challenging work environments.

Literature Review and Hypotheses Development

Inclusive leadership

Inclusive leadership emphasizes openness, accessibility, and the recognition of employees' unique contributions, thereby fostering a workplace climate marked by fairness and psychological safety (Randel et al., 2018). Grounded in self-determination theory (SDT), leadership behaviors are central in shaping employee well-being by the satisfaction of core psychological needs, namely autonomy, competence, and relatedness (Deci & Ryan., 1985). Inclusive leaders encourage employee participation and value diverse perspectives, which enhances employees' feelings of autonomy and belonging. Moreover, supportive feedback and recognition from inclusive leaders strengthen employees' perceived competence, ultimately promoting positive psychological outcomes and improved well-being (Veli Korkmaz et al., 2022).

Perceived organizational support

Perceived organizational support (POS) reflects employees' perceptions regarding the degree to which the organization recognizes and appreciates their contributions and cares about their overall welfare (Eisenberger et al., 1986). According to organizational support theory, when employees perceive high levels of organizational support, they are more likely to feel valued and psychologically

secure, thereby increasing their capacity to use personal resources effectively (Kurtessis et al., 2017). Within this framework, POS could amplify the beneficial effects of psychological resilience on well-being by providing supplementary emotional and practical resources. However, prior studies indicate that the effectiveness of organizational support can differ across situational conditions, including workload intensity and organizational climate (Qi et al., 2019; Bui et al., 2024). Consequently, in this research, POS is conceptualized as a moderating construct that influences the strength of the association between psychological resilience and employee well-being.

Psychological resilience

From the standpoint of conservation of resources (COR) theory, employees seek to obtain and safeguard valuable resources in order to cope with work-related stress and prevent psychological strain (Hobfoll, 1989). Psychological resilience represents a critical personal resource that enables individuals to adapt to adversity and maintain effective functioning under pressure (Wang et al., 2025). Inclusive leadership can foster psychological resilience by providing emotional support, trust, and a safe environment for learning from failure. As resilient employees tend to be more capable of managing occupational demands, psychological resilience functions as a mediating mechanism through which inclusive leadership contributes to employee well-being (Linnenluecke, 2017; Prayag et al., 2020).

Employee well-being

Employee well-being represents a multidimensional construct that includes individuals' psychological, emotional, and social functioning within the workplace (Pradhan & Hati, 2022). Greater levels of well-being are correlated with decreased stress, stronger work commitment, and sustained performance (Wright & Huang, 2012; Bella, 2023). By integrating SDT and COR Theory, employee well-being can be understood as an outcome of supportive leadership behaviors, strengthened psychological resources, and favorable organizational conditions. Therefore, integrating inclusive leadership, psychological resilience, and perceived organizational support into a unified theoretical framework offers a more comprehensive insight into how employee well-being is shaped in high-demand work settings. Personnel exhibiting elevated well-being are more likely to demonstrate enhanced commitment to their vocational duties, thereby cultivating an organizational milieu characterized by salutary conditions and sustained productivity (Wright & Huang, 2012). Self-determination theory (SDT), as articulated by Deci and Ryan (1985), underscores the essential role of meeting core psychological needs — autonomy, competence, and connectedness — all of these factors directly affect individual employee's psychological well-being.

The effect of inclusive leadership on employee well-being

Organizations where leadership demonstrates a commitment to valuing employee input and fostering engagement typically observe higher staff morale and better psychological health (Zeng et al., 2020). Individuals perceiving their efforts as acknowledged and who participate actively in their work typically experience reduced exhaustion and fewer exigencies (Kuknor & Bhattacharya, 2020). Findings from Javed et al. (2019) indicate that leaders who embrace inclusivity promote a workplace environment characterized by reciprocal support, which subsequently enhances employees' capacity to manage stressful situations and workplace adversities. Rogozi (2023) posits that a workplace grounded in inclusivity cultivates perceptions of worth, autonomy, and support among employees, contributing to sustained organizational success.

A substantial body of studies indicates that inclusive leadership significantly promotes employees' overall well-being. Evidence of Aboramadan et al. (2022) indicates that inclusive leadership cultivates advantageous work environments, thereby facilitating employee growth and enhancing their overall well-being. Liu et al. (2024) demonstrated that inclusive leadership is also associated with employees' commitment to the organization, a key element in their well-being. Moreover, leadership that embraces inclusivity has a substantial positive impact on employees' psychological well-being, thereby enhancing performance across the team (Veli Korkmaz et al.,

2022). Randel et al. (2018) stress that the benefits of inclusive leadership extend beyond enhanced organizational performance to being fundamentally important for employee well-being. Consequently, a hypothesis can be formulated based on these arguments:

H1: Inclusive leadership has a positive impact on employee well-being.

The influence of psychological resilience on employee well-being

Psychological resilience can be understood as one's ability to rebound from difficulties and disruptive events, thereby promoting employee well-being within the professional setting (Chadwick & Raver, 2020). Individuals who exhibit high levels of psychological resilience tend to be more adept at managing stressful situations and maintaining a positive outlook when faced with arduous situational demands (Bullough et al., 2014). Consequently, those with high resilience not only deal with obstacles but also create a more conducive environment for themselves and their peers, which may influence their overall sense of well-being (Nikolaev et al., 2020). Workers who exhibit strong psychological resilience are likely to experience greater happiness and express higher job satisfaction (Dowd et al., 2018).

Research indicates a correlation between elevated levels of psychological resilience and enhanced individual and occupational satisfaction (Pocinho et al., 2022). Furthermore, Prayag et al. (2020) argue psychological resilience functions as a protective mechanism against workplace stressors, thus supporting enhanced employee well-being. Cooper et al. (2019) reported that individuals who demonstrate elevated psychological resilience capacities exhibit increased levels of contentment and output, underscoring its significance in maintaining employee well-being. Linnenluecke (2017) also asserts that psychological resilience positively affects employee welfare. Consequently, in light of this information, the subsequent hypothesis is formulated:

H2: Psychological resilience will enhance employee well-being.

The effect of inclusive leadership on psychological resilience

Favorable exchanges among management and staff may foster positive sentiments, thereby enhancing an individual's mental toughness when confronted with adversity (Rogozi, 2023). Nishii and Leroy (2022) highlight that personnel who sense substantial backing from leaders practicing inclusivity demonstrate greater capacity to adjust to and navigate the challenges and obstacles faced in the workplace, consequently improving their psychological robustness while fostering the group's collective resilience. Leadership characterized by inclusivity not only assists employees in managing difficulties and pressure more effectively but also cultivates a professional setting that promotes their welfare and psychological resilience (Shafaei et al., 2024). An atmosphere guided by inclusive leadership serves as a buffer against stress and enhances psychological resilience (Aslam & Ul Islam, 2024).

A considerable volume of research demonstrates an association linking psychological resilience with inclusive leadership practices. Zhang and Ma (2017) posited that inclusive leadership contributes to enhanced employee psychological resilience, demonstrating leadership's capacity to assist individuals in navigating adverse circumstances. Subsequently, Randel et al. (2018) showed that inclusive leadership is positively related to a greater propensity for employees to report their psychological resilience, thereby facilitating recovery from challenging events. Zeng et al. (2020) reported that inclusivity-driven leaders promote significant employee engagement, deliver valuable feedback, and ensure that each team member perceives their worth and receives support when encountering obstacles. Consequently, the formulated hypothesis is presented as follows:

H3: Inclusive leadership positively influences psychological resilience.

Mediating role of psychological resilience

Leadership that is characterized by inclusivity, focusing on the involvement and acknowledgment of every team member's input, is capable of cultivating an atmosphere of psychological safety (Shore & Chung, 2022). Within this framework, inclusive leadership contributes to an organizational milieu that provides support and autonomy to individuals, thereby enhancing psychological fortification

(Shafaei et al., 2024). Psychological fortification subsequently serves as an intermediary mechanism, enabling personnel to develop more robust methods for managing workplace stressors and challenges, thereby enhancing well-being (Hartmann et al., 2022). According to Pocinho et al. (2022), personnel who exhibit resilience are generally associated with superior emotional, psychological, and physical well-being and demonstrate a greater capacity for stress management.

Multiple studies, such as that by Javed et al. (2019), indicate that employees operating within leadership frameworks that prioritize inclusivity tend to demonstrate greater resilience. This heightened resilience consequently contributes positively to their overall well-being and satisfaction with their employment. Bozaci and Gurer (2024) have provided evidence that personnel supervised by an inclusive manager report an elevated state of well-being, which is correlated with increased psychological resilience. Furthermore, Mulcahy et al. (2024) highlight that a work environment characterized by inclusivity not only fosters psychological resilience but also elevates an individual's broader sense of life contentment and overall joy. Studies conducted by Liu et al. (2017) suggest that employee psychological resilience serves as an essential mediating factor in connecting inclusive leadership practices and employees' well-being. Consequently, drawing on these findings, the following hypothesis is formulated as:

H4: Inclusive leadership affects employee well-being through psychological resilience.

Moderating role of perceived organizational support

Within the framework linking psychological resilience with employee well-being, POS constitutes a critical determinant. When organizations provide substantial support, it can bolster employee resilience and reduce stress, ultimately enhancing their general sense of well-being (Ferreira & Gomes, 2023). Individuals who are encouraged to leverage their skills typically demonstrate increased motivation, creativity, and an enhanced capacity in their ability to overcome obstacles (Meyers et al., 2019). Such organizational backing functions as a safeguarding factor, mitigating adverse consequences stemming from heavy work obligations (Putra et al., 2024). Further, organizational support fosters a psychologically safe work environment where employees experience comfort in voicing their perspectives and requesting help when needed (Abdalmohdi, 2024).

Studies have shown that there's a connection between how employees perceive support from their organization, their well-being, and their ability to handle stress. According to Wang et al. (2025), organizational support for the provision cultivates a sense of appreciation and security among staff, thereby elevating their overall well-being and their ability in navigate workplace adversities. Additionally, Labrague and De los Santos (2020) observed that organizational backing plays a role in augmenting employee psychological resilience, functioning as a mitigating factor that alleviates stress and promotes a higher state of well-being. Similarly, Cai et al. (2024) found that organizational backing positively influences both employee well-being and psychological resilience. Consequently, based on the aforementioned evidence, the subsequent hypothesis is formulated:

H5: Perceived organizational support functions as a moderating variable in the association between employee well-being and psychological resilience.

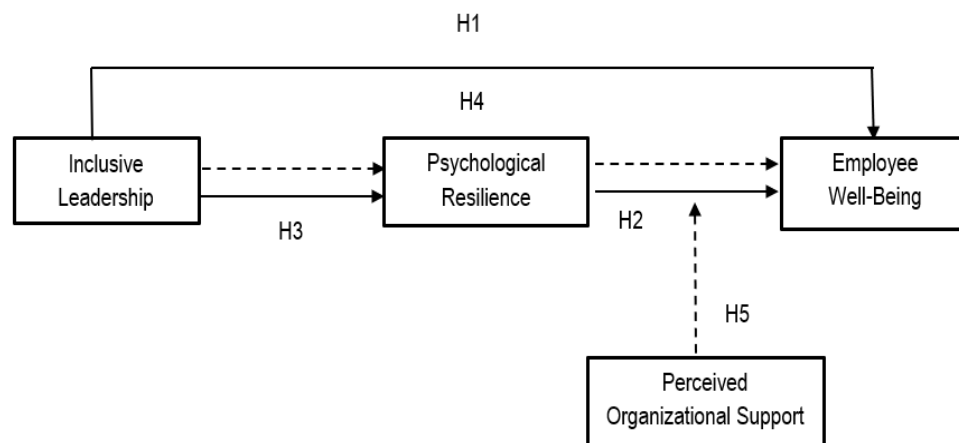


Figure 1. Research Framework

Research Methods

This research employs a survey methodology grounded in quantitative methods in order to empirically examine the interconnections among inclusive leadership, employee well-being, psychological resilience, and perceived organizational support. A quantitative design was chosen because it facilitates statistical evaluation of hypothesized causal connections among these underlying constructs through structural equation modeling.

Population and sample

The study used convenience sampling, recruiting participants according to their accessibility and voluntary agreement. Practical limitations, such as the absence of a comprehensive employee registry and the irregular work hours typical of the retail industry, necessitated this approach. In such research contexts, convenience sampling is a practical, commonly used method for testing theoretical models in organizational studies (Hair et al., 2020). To address the method's inherent limitations in terms of potential selection bias and generalizability, measures were implemented to increase sample diversity. Participants were recruited from various Alfamart locations and encompassed a range of job functions. The final sample comprised 220 Alfamart employees in Bengkulu City, Indonesia, which satisfies the minimum sample size criteria for analysis using partial least squares–structural equation modeling (PLS-SEM).

Data collection procedure

An online, self-administered questionnaire developed in Google Forms was used for data collection. The selection of this method was driven by its efficiency, adaptability, and ease of access for a workforce with variable shifts and time pressures. The survey was disseminated via WhatsApp, with assistance from internal store coordinators. Before their involvement, respondents were provided with information regarding the objectives of the research, guaranteed the anonymity as well as confidentiality of the data they provided, and were notified that their involvement was entirely voluntary. The implementation of these protocols was driven by the objective of enhancing response authenticity and mitigating potential bias.

Measurement instruments

A structured questionnaire corresponding to the variables being studied was used as the main instrument for data collection. All constructs were evaluated using a six-point Likert scale (1 = strongly disagree to 6 = strongly agree) in order to reduce central tendency bias and encourage more discerning responses. Inclusive leadership was assessed using six items derived from Shafaei et al. (2024), such as *“My leader show integrity and advanced moral reasoning.”* Perceived organizational support was measured with six items adapted from Teo et al. (2020), for example, *“My organization would forgive an honest mistake on my part.”* Employee well-being was gauged by means of nine items adapted from Saleem et al. (2024), such as *“In general, I feel fairly satisfied with my present job.”* Psychological resilience was evaluated through six items adopted from Aust et al. (2025), one of which was *“When I experience a setback at work, it is easy for me to recover and move on.”*

All measurement items were initially designed in English and subsequently converted into Indonesian by employing a translation–back-translation procedure to ensure conceptual equivalence was maintained. After translation, a pretest was administered to a small sample of participants who corresponded to the intended population. This pretest aimed to evaluate item clarity, relevance, and comprehensibility. Feedback indicated that all items were clearly understood, and no major revisions were necessary.

Since the data were self-reported and perceptual in nature, several procedural steps were taken to address potential common-method variance. First, respondent anonymity was ensured to reduce social desirability effects. Second, items from different constructs were presented in a randomized sequence to prevent patterned responding. Third, a six-point Likert scale without a neutral midpoint was used to encourage respondents to adopt more definitive positions.

Procedures of analyses

The statistical procedures were conducted using partial least squares–structural equation modeling (PLS-SEM) through SmartPLS 4.0. The measurement framework was assessed by examining convergent validity and reliability. The validity of indicators was determined by the minimum outer loading of 0.70. The reliability of the internal structure of the measurement model was established when both Cronbach's Alpha and composite reliability exceeded 0.70, and the average variance extracted (AVE) for each construct was greater than 0.50. The proposed hypotheses were evaluated through a bootstrapping procedure, whereby a t -statistic ≥ 1.96 and a p -value < 0.05 indicated statistical significance. The analysis evaluated direct effects, the mediation function of psychological resilience, the moderation effect of perceived organizational support, as well as the overall interrelationships among all variables within the proposed conceptual model.

Results and Discussion

Respondent characteristics

As illustrated in Table 1, the present study encompassed 220 individuals from a retail chain operating within the city of Bengkulu. The sample's demographic composition is detailed as follows: 69.7% of the participants were female, whereas 30.3% were male. Regarding age distribution, the dominant category comprised individuals aged 20–24 years old. High levels of productivity and engagement often characterize this demographic. The majority of respondents had elementary, junior high, or high school qualifications. With respect to the duration of their employment, the predominant length of employment ranged from one to three years.

Table 1. Profile of the Respondent

Characteristic	Category	Frequency (N=220)	Percentage (%)
Gender	Male	66	30.3 %
	Female	154	69.7 %
Ages	< 20 y.o	7	3.2%
	20-24 y.o	170	77.3 %
	25-30 y.o	37	16.8 %
	> 30 y.o	6	2.7%
Education Level	(Elementary/JuniorHigh/High School)	116	52.5%
	Diploma (D3)	11	5%
	Bachelor's Degree (S1)	90	40.7 %
	Master's Degree (S2)	3	1.4%
Length of work	Less than 1 Year	41	18.6%
	1 to 3 Years	159	72.3%
	4 to 5 Years	13	5.9%
	More than 5 Years	7	3.2%

Assessment of the measurement model

Convergent validity for the measurement model was evaluated with reference to the item loadings. A loading greater than 0.70 indicates adequate convergent validity. As reported in Table 2, all items exceeded this criterion, thereby supporting the validity of each indicator in the study.

The composite reliability metric is considered satisfactory when it surpasses Cronbach's Alpha and achieves a coefficient above 0.70. Concurrently, an average variance extracted (AVE) metric exceeding 0.50 was utilized as a criterion to assess convergent validity. The findings reported in Table 3 demonstrate that each of the four constructs investigated in the present study meets the predetermined benchmarks for validity and reliability. It is noteworthy that the Cronbach's Alpha coefficients were above 0.70, and the composite reliability indicators varied between 0.852 and 0.949, also exceeding the requisite 0.70 criterion. Moreover, the convergence criterion ($AVE > 0.50$) was satisfied by the AVE figures, which ranged from 0.568 to 0.675 for all four constructs. Consequently, the instrument employed in this study has been validated as both accurate and dependable.

Table 2. Validity Analysis using Outer Loadings

Construct	Items	Loading Factor			
		IL	EWB	PR	POS
Inclusive Leadership	IL1	0.824			
	IL2	0.736			
	IL3	0.761			
	IL4	0.841			
	IL5	0.754			
	IL6	0.794			
Employee Well-Being	EWB1		0.883		
	EWB2		0.873		
	EWB3		0.720		
	EWB4		0.784		
	EWB5		0.837		
	EWB6		0.860		
	EWB7		0.872		
	EWB8		0.815		
	EWB9		0.731		
Psychological Resilience	PR1			0.810	
	PR2			0.759	
	PR3			0.866	
	PR4			0.754	
	PR5			0.874	
	PR6			0.783	
Perceived Organizational Support	POS1				0.750
	POS2				0.761
	POS3				0.766
	POS4				0.746
	POS5				0.717
	POS6				0.780

Source: Processed data, 2025

Table 3. Analysis of Validity and Reliability Indicators

	Cronbach's Alpha	Composite reliability		AVE
		(rho_a)	(rho_c)	
Inclusive Leadership (IL)	0.879	0.903	0.906	0.618
Employee Well-being (EWB)	0.939	0.940	0.949	0.675
Psychological Resilience (PR)	0.894	0.899	0.919	0.654
Perceived Organizational Support (POS)	0.848	0.852	0.887	0.568

Source: Processed data, 2025

Discriminant validity was evaluated using the heterotrait-monotrait ratio (HTMT) technique. A ratio less than 0.90 is understood to signify acceptable discriminant validity. The findings from the HTMT evaluation, as presented in Table 4, demonstrate that all variables under investigation yielded HTMT values below 0.90. The values obtained for these constructs ranged from 0.357 to 0.849. Consequently, the constructs analyzed in this investigation exhibit sufficient discriminant validity, thereby affirming the validity of the study's items and their adherence to the established criteria.

Table 4. Analysis of Discriminant Validity (HTMT)

	EWB	IL	POS	PR	POS x PR
Employee Well-Being (EWB)					
Inclusive Leadership (IL)	0.746				
Perceived Organizational Support (POS)	0.680	0.713			
Psychological Resilience (PR)	0.766	0.692	0.849		
POS x PR	0.357	0.381	0.361	0.395	

Source: Processed data, 2025

Collinearity assessment

Collinearity among the predictor constructs was evaluated using the inner variance inflation factor (VIF) to confirm that multicollinearity would not distort the structural model results. The VIF values, presented in Table 5, ranged from 1.000 to 2.584—well below the commonly used benchmark of 3.3. This confirms that collinearity is not problematic in the current study and that each predictor construct makes a distinct contribution toward the explanation of employee well-being and psychological resilience.

Table 5. Collinearity Assessment (Inner VIF Values)

Hypotheses	Structural Path	EWB
H1	Inclusive Leadership → Psychological Resilience	1.000
H2	Inclusive Leadership → Employee Well-Being	1.970
H3	Perceived Organizational Support → Employee Well-Being	2.509
H4	Psychological Resilience → Employee Well-Being	2.584
H5	POS × PR → Employee Well-Being	1.195

Source: Research data, 2025

Coefficient of determination and predictive relevance

Two key metrics— R^2 (coefficient of determination) and Q^2 (predictive relevance)—were used to evaluate the structural model. As depicted in Table 6, inclusive leadership explains 42.4% of the variance in psychological resilience, while the full model explains 62.0% of the variance in employee well-being. The Q^2 values for psychological resilience (0.268) and employee well-being (0.397) exceed zero, confirming that the model demonstrates adequate predictive relevance.

Table 6. Coefficient of Determination (R^2) and Predictive Relevance (Q^2)

Endogenous Constructs	R Square	R Square Adjusted	Q Square
Psychological Resilience (PR)	0.424	0.421	0.268
Employee Well-Being (EWB)	0.620	0.613	0.397

Source: Research data, 2025

The results of hypotheses testing

The structural coefficient results presented in Table 7 indicate that four hypotheses were statistically significant ($p < 0.05$), while one was not supported. Inclusive leadership (IL) showed a strong, positive relationship with employee well-being (EWB) ($\beta = 0.423$; $p = 0.000$) and a significant positive effect on psychological resilience (PR) ($\beta = 0.651$; $p = 0.000$). Additionally, Psychological resilience exhibited a pronounced beneficial impact on well-being ($\beta = 0.395$; $p = 0.000$) and served as a significant mediator linking IL and EWB ($\beta = 0.258$; $p = 0.000$). However, perceived organizational support (POS) did not meaningfully moderate the association between PR and EWB ($\beta = -0.025$; $p = 0.384$).

Table 7. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T statistics	P values
IL → EWB	0.423	0.423	0.059	7.139	0.000
IL → PR	0.651	0.655	0.053	12.205	0.000
PR → EWB	0.395	0.394	0.063	6.298	0.000
IL → PR → EWB	0.258	0.259	0.052	4.952	0.000
POS × PR → EWB	-0.025	-0.026	0.028	0.871	0.384

Source: Research data, 2025

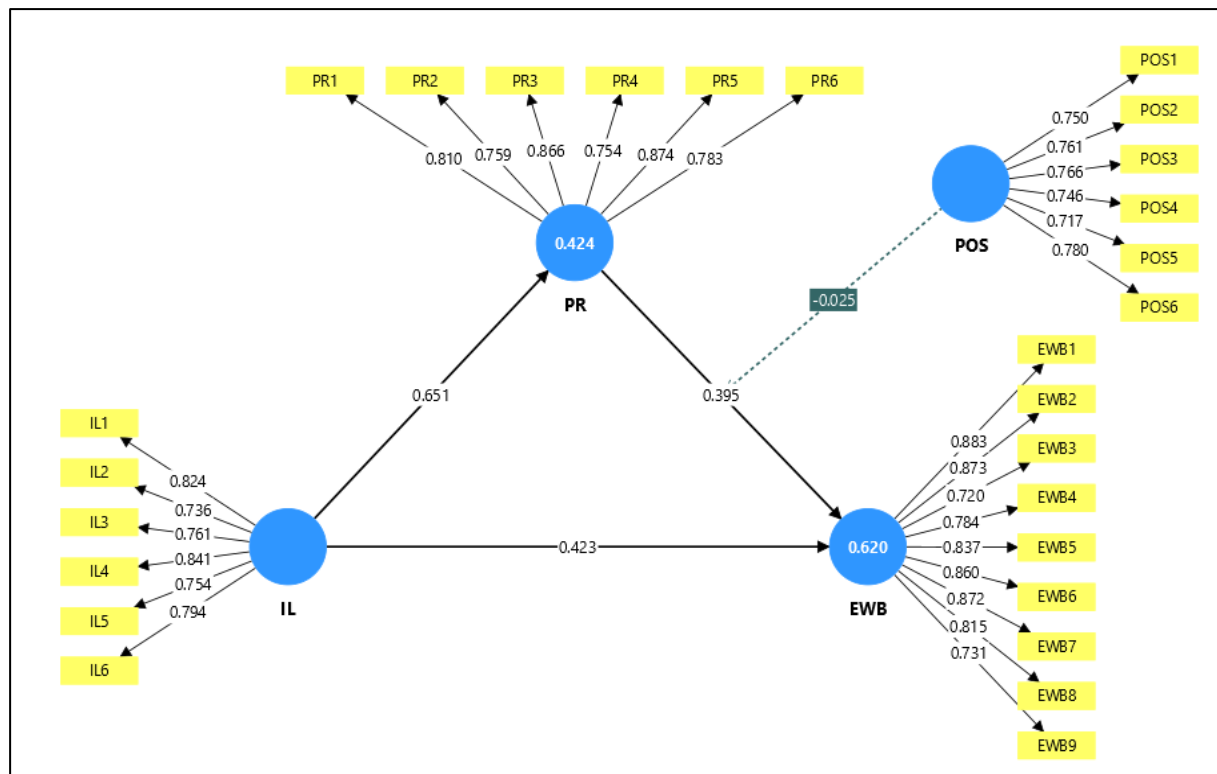


Figure 2. Structural Analysis Models

General discussion

The present research explored the connections between inclusive leadership, employee well-being, psychological resilience, and perceived organizational support. Supporting H1, the results indicate inclusive leadership significantly enhances employee well-being. These results corroborate the work by Choi et al. (2015) and Randel et al. (2018), who contend that inclusive leadership practices actively appreciate diverse perspectives, facilitate engagement, and cultivate transparent communication channels that enhance employee contentment and overall well-being. Therefore, an increase in the inclusivity of a supervisor's leadership approach corresponds with an elevation in employee well-being. This underscores the notion that a leader's responsibilities encompass not only the attainment of organizational goals but also the nurturing of an environment that promotes staff psychological health.

Supporting H2, inclusive leadership also showed a strong positive effect on psychological resilience, suggesting that inclusive leaders can enhance employees' capacity to handle job stress. This result is consistent with the studies conducted by Nishii and Leroy (2022) and Bozaci and Gurer (2024), who underscore how supportive leadership can foster engagement and fortify psychological resilience. Consequently, inclusive leadership contributes not only to a constructive workplace environment but also helps employees develop the competencies required to navigate adversity and sustain emotional equilibrium during demanding circumstances.

H3 posited that psychological resilience significantly enhances employee well-being. This finding indicates that individuals possessing greater resilience are more capable of managing stress and safeguarding their mental health, helping them maintain productivity. These results are consistent with studies carried out by Dowd et al. (2018) and Wang et al. (2025), which demonstrated that individuals with elevated resilience can overcome difficulties while sustaining performance amid professional demands. In effect, psychological resilience acts as a protective factor, allowing employees to face difficulties without sacrificing their welfare or effectiveness. Furthermore, resilience can foster a positive outlook and constructive professional interactions, thereby contributing to overall well-being within the organizational context.

The fourth hypothesis (H4), which examined the mediating effect of psychological resilience, was supported. The analysis revealed that resilience functions as a partial mediator within

the association linking inclusive leadership and employee well-being. This means inclusive leadership improves well-being both directly and indirectly by building employees' capacity to cope with adversity. These outcomes align with prior scholarly work by Liu et al. (2017) and Nishii and Leroy (2022), which reported that inclusive leadership enhances employees' well-being through strengthening their psychological resilience.

Conversely, the findings did not support the fifth hypothesis (H5), as perceived organizational support (POS) did not significantly moderate the link between psychological resilience and well-being. This suggests that, in today's demanding retail contexts—characterized by high workloads and strict performance targets—organizational support may not reliably increase or decrease the path from psychological resilience to employees' well-being. This observation deviates from the research of Eisenberger et al. (2020) and Pattali et al. (2024), who identified beneficial moderating influences of POS in other settings. However, it is consistent with the proposition by Meyers et al. (2019) suggesting that in intensely competitive work environments, the buffering capacity of POS might be diminished. Consequently, the present study underscores the need to consider the specific organizational context when evaluating the moderating role of POS.

An alternative explanation for the non-significant moderating effect of perceived organizational support (POS) involves its conceptual overlap with inclusive leadership. Inclusive leadership inherently involves behaviors such as recognition, openness, fairness, and individualized support, which are core elements of perceived organizational support. When such leadership behaviors are strongly present, employees may attribute supportive experiences primarily to their immediate leaders rather than to the organization as a whole. This overlap may create theoretical redundancy, thereby reducing the incremental explanatory value of POS within the model. Moreover, the strong influence of inclusive leadership may lead to a suppression effect, in which proximal leadership behaviors overshadow the more distal moderating role of general organizational support. In high-interaction retail environments, where employees rely heavily on direct supervision, leadership practices may become more salient than formal organizational support mechanisms.

Theoretical contributions

This research provides multiple important insights into the extant literature concerning inclusive leadership and employee well-being. Firstly, it contributes to theoretical development by uncovering the psychological pathway by which inclusive leadership influences employee well-being. Rather than treating inclusive leadership as a direct antecedent, this study identifies psychological resilience as a fundamental mediating process that converts inclusive leadership behaviors into improved and enduring well-being outcomes. This perspective shifts scholarly attention from surface-level leadership effects to the deeper, resource-building psychological pathways that underpin employee welfare (Randel et al., 2018; Carmeli et al., 2010; Tugade & Fredrickson, 2004).

Second, by integrating conservation of resources (COR) theory and self-determination theory (SDT), this study develops a more robust explanatory framework linking leadership behavior, personal resources, and employee well-being. COR theory posits that individuals strive to acquire, protect, and build valuable resources, particularly under demanding work conditions (Hobfoll, 1989), while SDT emphasizes the role of fulfilling basic psychological needs in promoting optimal functioning and well-being (Deci & Ryan, 1985; Deci et al., 2017). By integrating these viewpoints, the study frames psychological resilience as a dynamic resource—one developed through inclusive leadership—that empowers employees to succeed in high-pressure retail settings. In doing so, the study extends prevailing well-being models by positioning resilience as a central explanatory construct, rather than a peripheral or merely correlational variable.

Third, the present study challenges the prevailing assumption in POS literature that organizational support universally enhances the benefits of personal resources for employee well-being. Prior research has commonly portrayed POS as a contextual resource that amplifies positive work outcomes (Eisenberger et al., 2020; Kurtessis et al., 2017). However, the present findings

reveal a non-significant moderating role of POS, suggesting that in operationally intensive contexts such as retail, generalized organizational support may not automatically strengthen the well-being returns of psychological resilience. The result of this study highlights the necessity of adopting a context-contingent perspective on organizational support. Furthermore, it promotes additional theoretical investigation into the boundary conditions that determine the most effective application of POS.

The present research advances scholarly understanding by moving beyond the conventional model-extension approach through the integration of theoretical frameworks. It offers a comprehensive model that elucidates the mechanisms and conditions under which inclusive leadership practices enhance employee well-being. The findings of this research provide a more refined and contextually grounded interpretation of well-being dynamics in contemporary workplaces. By elevating psychological resilience to a key transmission mechanism and questioning the assumed universality of organizational assistance, the research enhances the field's comprehension of well-being within the modern workplace context.

In summary, the study highlights how inclusive leadership and psychological resilience are fundamental to employee well-being, yet it also demonstrates that the moderating influence of perceived organizational support did not reach significance within the given organizational context. These conclusions align with the fundamental tenets of self-determination theory, which emphasize that the fulfillment of intrinsic psychological needs is fundamental for well-being, whereas external supportive factors may not consistently moderate this effect (Deci & Ryan, 1985; Deci et al., 2017). By offering empirical evidence from the modern retail sector, this study enriches the literature by showing that proximal leadership practices and internal employee resources may exert a more direct influence on well-being than more distal perceptions regarding organizational support.

Practical implications

The findings provide practical implications for HR management, especially in the retail industry. Companies should focus on cultivating inclusive leadership through specialized training that develops managerial competencies in promote openness, ensure equity, and facilitate participatory decision-making. In parallel, structured programs aimed at enhancing psychological resilience—including workshops, stress-management tools, and mentoring frameworks—should be introduced to help employees navigate workplace challenges effectively. While POS should not be neglected, managers and HR practitioners are advised to recognize that in fast-paced, operational environments, the quality of direct leadership and the cultivation of employee resilience may be the most impactful levers for enhancing well-being.

Conclusion

This research investigated how inclusive leadership affects employee well-being, with specific focus placed on psychological resilience as a mediator and perceived organizational support (POS) serving as a moderator. The findings yielded a number of key conclusions. Firstly, inclusive leadership was found to exert a significant positive influence on employee well-being and to play an essential role in developing psychological resilience. Secondly, psychological resilience has been shown to enhance well-being directly. Furthermore, it functions as a core mediating mechanism, thereby elucidating the manner in which inclusive leadership translates into enhanced employee welfare. This finding suggests that inclusive leadership practices can enhance employee well-being, at least in part, by strengthening their psychological capacity to navigate and overcome workplace challenges. In contrast, the study revealed that perceived organizational support (POS) did not have a substantial effect in influencing the link between psychological resilience and well-being. This finding indicates that, while organizational support remains significant, its contextual influence may be diminished in contemporary, high-demand retail environments. In such settings, the proximal effects of direct leadership practices and internal psychological resources appear to exert a more immediate and powerful influence on employee well-being.

Research limitations and future recommendations

Notwithstanding these contributions, the research possesses a number of limitations that warrant acknowledgment and offer avenues for future inquiry. First, the sample was confined to retail employees within a specific region, potentially constraining the applicability of the results to other sectors, cultures, or national contexts. Second, the data's cross-sectional design prevents firm conclusions regarding causality among the variables under study. Third, although procedural and statistical safeguards were applied, relying on self-reported data may nonetheless produce common-method variance. Furthermore, the model's exclusive emphasis on a restricted number of variables excludes additional potentially significant influences, such as organizational culture, alternative leadership approaches (e.g., transformational or servant leadership), and individual differences (e.g., personality traits). This omission may limit a more comprehensive holistic interpretation of the phenomena.

Therefore, subsequent research should address the aforementioned limitations in the following ways: employing longitudinal or experimental designs is necessary to establish causality and examine how these relationships evolve. Replicating the study across different industries (e.g., healthcare, technology) and cultural settings is important to test the generalizability of the results. Collecting multi-source data (e.g., leadership ratings from supervisors and well-being assessments from peers) would help reduce common-method variance. Expanding the theoretical framework by including additional mediators (e.g., psychological safety, work engagement) and moderators (e.g., job autonomy, team climate) would also be valuable.

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