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Psychological Safety Mediates Inclusive Leadership and Organizational Support Links to Disability Inclusion in Indonesian Retail

Article Identity

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Abstract

This study examines the effects of inclusive leadership, organizational support, and psychological safety on workplace inclusion among employees with disabilities in the modern retail industry in Indonesia, while also investigating the mediating role of psychological safety. Using a quantitative approach with a cross-sectional survey design, data were collected from 220 respondents through purposive sampling and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that inclusive leadership and organizational support have significant positive effects on workplace inclusion, and psychological safety also significantly influences workplace inclusion. Furthermore, psychological safety is found to mediate the relationships between inclusive leadership and workplace inclusion, as well as between organizational support and workplace inclusion. The model demonstrates strong explanatory power, suggesting that the proposed variables effectively explain workplace inclusion among employees with disabilities.

Keywords: Inclusive Leadership, Organizational Support, Psychological Safety, Workplace Inclusion, Disability Employment.

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INTRODUCTION

The global discourse on disability employment has shifted over the past two decades from a welfare-oriented paradigm to a rights-based and inclusion-centered framework (ILO., 2019; WHO., 2023). Despite this progress, persons with disabilities continue to face significant barriers in labor market access, retention, and career advancement worldwide, with participation rates remaining far below those of non-disabled individuals (World Bank, 2023). These disparities reflect not only individual limitations but also systemic failures in organizational policies, managerial practices, and institutional structures (Kulkarni & Lengnick-Hall, 2014; Schur et al., 2017), underscoring the urgency of achieving inclusive labor markets as emphasized in SDG 8 and SDG 10 (United Nations, 2023). Within diversity and inclusion (D&I) scholarship, disability has historically received less attention compared to gender and race, although recent studies highlight its distinct psychological and organizational dynamics (Colella & Bruyère, 2011; Kocman & Weber, 2018). While frameworks such as Shore et al. (2018) conceptualize workplace inclusion as encompassing both belongingness and valuing uniqueness, disability identity remains insufficiently integrated into mainstream HRM practices (Bruyère et al., 2014; Schur et al., 2017). Roberson (2006) further distinguished between

organizational diversity and inclusion as analytically separate constructs, a conceptual distinction that has been insufficiently applied in disability-focused HRM research. More recently, Randel et al. (2018) called for a clearer articulation of leader behaviors that activate the psychological mechanisms underlying inclusion a call that remains inadequately answered, particularly in non-Western employment contexts.

Inclusive leadership has become a central construct in contemporary organizational behavior research, referring to leadership behaviors that value and encourage contributions from all team members, particularly those at risk of marginalization (Carmeli et al., 2010; Nembhard & Edmondson, 2006; Randel et al., 2018). Empirical evidence shows that inclusive leadership enhances employee engagement, voice behavior, innovation, and psychological safety, with studies highlighting its role in fostering creativity through psychological safety and its importance in contexts with status differences (Carmeli et al., 2010; Javed et al., 2019; Randel et al., 2018). However, despite these contributions, its application to disability employment remains limited, as most research focuses on general workforce populations or gender and racial diversity. Consequently, there is a significant gap in understanding how inclusive leadership specifically shapes the workplace experiences of employees with disabilities, limiting both theoretical development and practical implementation in disability-inclusive HRM (Kulkarni & Lengnick-Hall, 2014; Randel et al., 2018; Schur et al., 2017).

Organizational support theory, initially advanced by Eisenberger et al. (1986) and substantially elaborated by Rhoades & Eisenberger (2002), posits that employees develop global beliefs about the extent to which the organization values their contributions and cares about their well-being a perception designated as perceived organizational support (POS). POS has been consistently linked to key outcomes such as organizational commitment, job satisfaction, performance, and lower turnover intention (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). For employees with disabilities, organizational support is particularly critical due to vulnerabilities such as social exclusion, accommodation uncertainty, and career barriers (Kulkarni, 2012; Schur et al., 2017). While recent studies highlight the importance of accommodation practices and managerial responsiveness in shaping job outcomes (Colella & Bruyère, 2011; Kocman & Weber, 2018), the role of organizational support as a direct predictor of workplace inclusion for employees with disabilities especially in service-intensive industries remains underdeveloped. Moreover, the dominance of Western-based evidence limits its applicability to contexts such as Indonesia, where cultural and organizational dynamics differ significantly (Komnas Disabilitas, 2022; Santoso, 2019).

Psychological safety, defined by Edmondson (1999) as a shared belief that the work environment is safe for interpersonal risk-taking, is a key driver of learning, voice behavior, and performance. Subsequent scholarship by Newman et al. (2017) and Frazier et al. (2017) this construct to individual-level outcomes, documenting that employees who perceive greater psychological safety are more likely to engage in open communication, seek help, and participate in organizational processes without fear of embarrassment or retaliation. This construct is particularly important for employees with disabilities, who often face stigma, disclosure dilemmas, and potential marginalization, making them more sensitive to workplace safety (Bogart et al., 2018; Santuzzi et al., 2014). However, empirical studies specifically examining psychological safety among employees with disabilities remain limited, as most research treats the workforce as homogeneous and overlooks differences in vulnerability. Frazier et al. (2017) meta-analysis documented significant antecedents of psychological safety including leadership behavior and organizational climate but did not disaggregate findings by disability status.

The Indonesian context offers a compelling yet underexplored setting for examining disability workplace inclusion. Although Law No. 8 of 2016 mandates employment quotas of 1% in the private sector and 2% in state-owned enterprises, implementation remains weak. Evidence from (BPS, 2022) shows that employment rates for persons with disabilities are significantly below the national average, with many concentrated in informal and low-wage jobs. Institutional challenges, including limited enforcement and inadequate workplace accommodation support (KEMNAKER, 2022), are further compounded by persistent social stigma and employer misconceptions about productivity and organizational fit Komnas Disabilitas (2022). Additionally, structural accessibility barriers and a collectivist organizational culture may further marginalize individuals with disabilities (Hofstede, 2001; Santoso, 2019). These conditions highlight Indonesia as a distinctive context where disability-focused organizational research is both critically needed and still limited.

The modern retail industry in Indonesia represents a strategically important yet underexplored context for studying disability workplace inclusion. Rapid growth of organized retail formats such as supermarkets

and minimarkets has created a large, labor-intensive sector characterized by frontline service roles, high customer interaction, and team-based work structures (McKinsey & Company, 2023; APRINDO, 2023). These retail formats are characterized by their labor-intensive service delivery models, high frontline workforce density, customer-facing operational demands, and team-based work structures conditions that collectively heighten the interpersonal and organizational dynamics of inclusion (Boekhorst, 2015; Nishii, 2013). The teamwork-intensive and customer-interactive nature of retail work creates particular salience for psychological safety, since employees must regularly navigate high-visibility interactions with both customers and colleagues while managing potential stigma related to disability status (Santuzzi & Waltz, 2016). Despite being identified as a priority sector for inclusive employment in national and CSR agendas (Kementerian Perdagangan, 2021; UNDP, 2022), research on employees with disabilities in Indonesian retail remains scarce. This gap highlights the sector's potential as an important yet underutilized setting for advancing disability-inclusive HRM research.

This study integrates Social Exchange Theory (SET) and Social Identity Theory (SIT) to explain workplace inclusion among employees with disabilities. SET explains how inclusive leadership and organizational support foster positive employee perceptions through care and recognition, while SIT emphasizes belongingness, acceptance, and identity recognition. Psychological safety is proposed as a mediating mechanism linking inclusive leadership and organizational support to workplace inclusion. By integrating these perspectives, this study addresses the limited evidence on disability inclusion in Indonesia's modern retail industry.

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Research Gap and Study Novelty

Previous research has established the relevance of inclusive leadership, organizational support, and psychological safety to employee experiences and organizational outcomes, but these streams of literature have generally emphasized different aspects of workplace behavior. Research on inclusive leadership has examined its relationships with psychological safety, employee involvement, voice, and innovation (Carmeli et al., 2010; Javed et al., 2021; Randel et al., 2018). These studies provide a theoretical basis for understanding how inclusive leader behaviors may encourage employee participation. However, the extent to which these relationships explain workplace inclusion specifically among employees with disabilities in the Indonesian modern retail industry remains insufficiently documented in the literature reviewed for this study.

A related stream of research, grounded in Organizational Support Theory, has established the importance of employees' perceptions that their organizations value their contributions and care about their well-being (Eisenberger et al., 1986; Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). Research on disability and employment has also highlighted the relevance of organizational practices, workplace accommodations, and employment conditions for the experiences of employees with disabilities (Kocman & Weber, 2018; Kulkarni, 2012; Kulkarni & Lengnick-Hall, 2014). Nevertheless, the relationship between organizational support and workplace inclusion warrants further examination in specific employment contexts, particularly where organizational support and employees' interpersonal experiences may jointly shape inclusion. In parallel, psychological safety research has primarily established its relevance to outcomes such as learning, voice, and employee participation ((Edmondson, 1999; Frazier et al., 2017; Newman et al., 2017). These findings provide a basis for examining psychological safety as a potential mechanism linking inclusive leadership and organizational support with workplace inclusion, rather than treating it solely as a separate predictor.

The present study addresses these related gaps by examining inclusive leadership, organizational support, psychological safety, and workplace inclusion within a single empirical model involving employees with disabilities in Indonesia's modern retail industry. Specifically, it evaluates the direct relationships of inclusive leadership, organizational support, and psychological safety with workplace inclusion; the relationships of inclusive leadership and organizational support with psychological safety; and the indirect

relationships of inclusive leadership and organizational support with workplace inclusion through psychological safety. The study's contribution lies in bringing these relationships together in a disability-focused empirical investigation situated in an underexamined national and industry context. Rather than claiming to be the first study to integrate these theories or constructs, the study offers context-specific evidence on how leadership behavior, organizational support, and psychological safety are associated with workplace inclusion among employees with disabilities. This approach provides a basis for further comparative research across industries, national contexts, and disability groups.

HYPOTHESES DEVELOPMENT

Inclusive leadership, characterized by openness, fairness, support, and appreciation of employees' unique contributions (Randel et al., 2018), plays a critical role in fostering workplace inclusion, particularly for employees with disabilities who often face stigma and unequal treatment (Schur et al., 2013). By encouraging participation, trust, and equal opportunities, inclusive leaders enhance employees' sense of belonging and acceptance, which are central to workplace inclusion (Shore et al., 2011). Prior studies consistently show that inclusive leadership positively influences inclusion-related outcomes such as engagement, psychological safety, and participation (Carmeli et al., 2010; Javed et al., 2021; Randel et al., 2018). In the retail context, where teamwork and customer interaction are highly intensive, inclusive leadership is especially important in creating supportive environments that reduce exclusion and strengthen inclusion for employees with disabilities.

H1: Inclusive Leadership has a significant positive effect on Workplace Inclusion among employees with disabilities in the modern retail industry in Indonesia.

Organizational support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986), which fosters positive attitudes and behaviors when employees feel adequately supported and recognized (Rhoades & Eisenberger, 2002). For employees with disabilities, this support includes fair treatment, accessibility accommodations, inclusive policies, and responsive career opportunities, which are essential in addressing structural and interpersonal workplace barriers such as discrimination and limited development opportunities (Kulkarni & Lengnick-Hall, 2014). Previous research has consistently shown that organizational support positively influences employee commitment, job satisfaction, engagement, and organizational identification (Kurtessis et al., 2017). In disability employment contexts, supportive organizational practices have also been associated with improved employee well-being and stronger inclusion experiences (Kocman & Weber, 2018). In the Indonesian retail context, where work is highly interactive and demanding, organizational support is expected to strengthen employees' sense of belonging and workplace inclusion. Based on these arguments, the following hypothesis is proposed:

H2: Organizational Support has a significant positive effect on Workplace Inclusion among employees with disabilities in the modern retail industry in Indonesia.

Psychological safety refers to employees' perceptions that the workplace is safe for interpersonal risk-taking, such as expressing ideas, asking questions, or disclosing mistakes without fear of negative consequences (Edmondson, 1999). It is particularly important for employees with disabilities, who may face stigma, discrimination, and concerns related to disclosure and accommodation requests (Santuzzi et al., 2014). In low psychological safety environments, employees may avoid participation and self-expression, whereas psychologically safe environments encourage openness, trust, and active engagement, thereby strengthening inclusion and belongingness. Prior research shows that psychological safety enhances learning, engagement, creativity, and participation (Frazier et al., 2017; Newman et al., 2017). In the modern retail context, psychological safety is expected to play a key role in enabling employees with disabilities to communicate needs, participate confidently, and feel included in workplace activities. Therefore, the following hypothesis is proposed:

H3: Psychological Safety has a significant positive effect on Workplace Inclusion among employees with disabilities in the modern retail industry in Indonesia.

Inclusive leadership is theoretically linked to psychological safety because leaders who demonstrate openness, fairness, accessibility, and supportiveness create environments where employees feel safe to express themselves without fear of negative consequences (Nembhard & Edmondson, 2006). Such behaviors foster trust, encourage participation, and reduce interpersonal risk, which is particularly important for employees

with disabilities who may face stigma and concerns related to disclosure and exclusion. Prior research shows that inclusive leadership enhances psychological safety, which in turn influences key outcomes such as engagement, creativity, and voice behavior (Carmeli et al., 2010). In the context of disability inclusion, psychological safety functions as a key mechanism that enables employees to participate more actively and experience stronger workplace inclusion. Therefore, psychological safety is expected to mediate the relationship between inclusive leadership and workplace inclusion in the modern retail industry. Based on these arguments, the following hypothesis is proposed:

H4: Inclusive Leadership has a significant positive effect on Psychological Safety among employees with disabilities in the modern retail industry in Indonesia.

Organizational support may also serve as an important antecedent of psychological safety. Organizational Support Theory posits that employees develop perceptions of organizational support based on the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). When employees perceive that their organization values their contributions and responds to their needs, they may feel more confident expressing concerns, requesting assistance, and participating in workplace interactions. Frazier et al. (2017) identified leadership and organizational contextual factors as important correlates of psychological safety. For employees with disabilities, accessible facilities, responsive accommodation practices, and fair treatment may signal that their needs and contributions are valued. Such perceptions may reduce concerns about negative reactions when employees communicate difficulties or request support. Accordingly, organizational support is expected to positively influence psychological safety.

H5: Organizational Support has a significant positive effect on Psychological Safety among employees with disabilities in the modern retail industry in Indonesia.

Inclusive leadership may influence workplace inclusion not only directly but also indirectly through psychological safety. Inclusive leaders demonstrate openness, accessibility, and availability, creating an environment in which employees feel comfortable expressing their ideas, asking questions, and communicating work-related concerns (Carmeli et al., 2010; Nembhard & Edmondson, 2006). These leadership behaviors may reduce employees' concerns about interpersonal rejection and encourage them to participate more actively in workplace interactions. Psychological safety may therefore function as an explanatory mechanism through which inclusive leadership contributes to workplace inclusion. When employees feel safe expressing themselves, they may be more willing to participate in discussions, seek assistance, and contribute their unique abilities, thereby strengthening their sense of belonging and being valued within the organization (Shore et al., 2011; Chung et al., 2020). This mechanism may be particularly relevant for employees with disabilities, who may face additional interpersonal barriers related to stigma, disclosure, and accommodation needs. Accordingly, psychological safety is expected to mediate the relationship between inclusive leadership and workplace inclusion.

H6: Psychological Safety mediates the relationship between Inclusive Leadership and Workplace Inclusion among employees with disabilities in the modern retail industry in Indonesia.

Organizational support may contribute to workplace inclusion through its influence on psychological safety. Organizational Support Theory suggests that employees who perceive their organization as valuing their contributions and caring about their well-being are more likely to develop positive perceptions of their work environment (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). When organizations demonstrate support through fair treatment, accessible workplace practices, and responsiveness to employee needs, employees may feel more secure expressing concerns, requesting assistance, and participating in work-related activities. Such perceptions can strengthen psychological safety, which may subsequently facilitate greater workplace inclusion. For employees with disabilities, organizational support may be particularly important because accessible facilities, reasonable accommodation, and responsive organizational practices can signal acceptance and recognition of their contributions. In a psychologically safe environment, employees may feel more confident participating in workplace decisions and expressing their distinctive perspectives, supporting both their sense of belonging and their ability to contribute meaningfully (Shore et al., 2011; Chung et al., 2020). Therefore, psychological safety is expected to mediate the relationship between organizational support and workplace inclusion.

H7: Psychological Safety mediates the relationship between Organizational Support and Workplace Inclusion among employees with disabilities in the modern retail industry in Indonesia.

RESEARCH METHODS

This study employed a quantitative cross-sectional survey design to examine the relationships between Inclusive Leadership, Organizational Support, Psychological Safety, and Workplace Inclusion among employees with disabilities in Indonesia's modern retail sector. A total of 220 respondents were recruited using purposive sampling from Ambon, Makassar, and Jakarta. Eligible participants were employees with disabilities who had at least six months of work experience in the retail sector. Data were collected using structured questionnaires distributed through online and offline channels to accommodate respondents' accessibility needs. Participation was voluntary, and informed consent, confidentiality, and accessibility were maintained throughout the research process.

The study examined four constructs using a five-point Likert scale, with four measurement items assigned to each construct. Inclusive leadership items were informed by Carmeli et al. (2010), organizational support items by Eisenberger et al. (1986) and Rhoades and Eisenberger (2002), psychological safety items by Edmondson (1999), and workplace inclusion items by Shore et al. (2011) and Chung et al. (2020). The items were formulated to reflect the study context of employees with disabilities in Indonesia's modern retail industry. The questionnaire was administered through online and offline channels to accommodate respondents' accessibility needs. A pilot test was conducted to assess item clarity and contextual suitability.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for estimating complex structural models without requiring strict multivariate normality. The analysis involved evaluating the measurement model in terms of validity and reliability and assessing the structural model through path coefficients, coefficients of determination (R^2), and hypothesis testing. Given that all four constructs were measured using self-reported questionnaire data collected from the same respondents at a single point in time, potential common method bias (CMB) was considered. CMB was assessed using the full collinearity variance inflation factor (VIF) approach proposed by Kock (2015), with values below 3.3 used as the criterion for indicating that CMB was unlikely to be a major concern. The resulting full collinearity VIF values were examined against this threshold. Hypotheses were tested using bootstrapping with 5,000 resamples and a significance level of 0.05, including an assessment of the mediating role of Psychological Safety. Ethical considerations included informed consent, confidentiality, and an inclusive research process.

Ethical considerations were incorporated into the research process to protect participants' autonomy, privacy, and well-being. Participation was voluntary, and informed consent was obtained from respondents before questionnaire completion. Participants were informed about the purpose of the study, the general nature of their participation, and their right to decline participation. The research focused on employees with disabilities, and data collection procedures were intended to accommodate participants' accessibility needs through online and offline questionnaire distribution.

Table 1. *Operational Variable*

Variable	Indicator/ Dimension	Code	Questionnaire Item	Source
Inclusive Leadership	Leader openness	IL1	My immediate supervisor is open to hearing my ideas and suggestions.	Carmeli et al. (2010)
	Leader accessibility	IL2	My immediate supervisor is accessible when I need to discuss work-related issues.	Carmeli et al. (2010)
	Leader availability	IL3	My immediate supervisor is available when I need assistance with my work.	Carmeli et al. (2010)
	Leader responsiveness	IL4	My immediate supervisor responds positively when I express work-related needs or concerns.	Carmeli et al. (2010)
Organizational Support	Appreciation of contributions	OS1	My organization values my contributions to its success.	Eisenberger et al. (1986); Rhoades & Eisenberger (2002)
	Concern for well-being	OS2	My organization cares about my well-being as an employee.	Eisenberger et al. (1986); Rhoades & Eisenberger (2002)

	Work-related assistance	OS3	My organization is willing to help when I experience difficulties at work.	Eisenberger et al. (1986); Rhoades & Eisenberger (2002)
	Recognition of achievements	OS4	My organization recognizes my work-related accomplishments.	Eisenberger et al. (1986); Rhoades & Eisenberger (2002)
Psychological Safety	Safety in raising concerns	PS1	I can raise work-related problems without fear of negative consequences.	Edmondson (1999)
	Interpersonal acceptance	PS2	I feel accepted by my coworkers even when my opinions differ from theirs.	Edmondson (1999)
	Comfort in seeking help	PS3	I feel comfortable asking my coworkers or supervisor for help when needed.	Edmondson (1999)
	Safety in expressing opinions	PS4	I feel safe expressing my opinions or concerns in the workplace.	Edmondson (1999)
Workplace Inclusion	Sense of belonging	WI1	I feel like a valued member of my workplace.	Shore et al. (2011); Chung et al. (2020)
	Social acceptance	WI2	I feel accepted by other people in my workplace.	Shore et al. (2011); Chung et al. (2020)
	Participation in decision-making	WI3	I have opportunities to participate in discussions and decisions related to my work.	Shore et al. (2011); Chung et al. (2020)
	Recognition of uniqueness	WI4	I have opportunities to contribute based on my unique abilities and perspectives.	Shore et al. (2011); Chung et al. (2020)

RESULTS AND DISCUSSION

Respondent Profile

Respondent profile analysis provides an overview of the composition of the sample and helps explain the diversity of employees with disabilities working in the modern retail industry in Indonesia. The demographic information includes gender, age, educational background, type of disability, length of employment, retail sector, and employment status. Understanding these characteristics is essential because employees' backgrounds and work experiences may influence their perceptions of inclusive leadership, organizational support, psychological safety, and workplace inclusion within organizational settings.

The respondent profile provides an overview of employees with disabilities working in Indonesia's modern retail industry. The gender distribution was relatively balanced, with male respondents accounting for 53.6% and female respondents 46.4%. Most participants were aged 26–35 years (44.1%), followed by those aged 18–25 years (29.1%). Regarding educational background, 43.2% had completed high school or vocational school, while 31.4% held a bachelor's degree. In terms of disability type, employees with physical disabilities represented the largest group (41.8%), followed by those with hearing disabilities (32.2%) and other disabilities (25.9%). However, the broad "other disabilities" category does not provide sufficient detail to distinguish specific disability types, such as visual, intellectual, or psychosocial disabilities. Consequently, the sample representation of different disability groups should be interpreted with caution. Regarding employment characteristics, most respondents had worked for 1–3 years (43.6%), followed by those with 4–6 years of experience (23.6%). Most participants were employed full-time (80.0%), with the largest proportions working in minimarkets (40.0%) and supermarkets (32.3%). Although the sample includes employees from several retail formats and employment arrangements, its concentration among employees with physical and hearing disabilities limits the extent to which the findings can be generalized to employees with other disability types, whose workplace inclusion experiences may differ.

Table 2. *Respondents Profile*

Profile Category	Classification	Frequency (n=220)	Percentage (%)
Gender	Male	118	53.6
	Female	102	46.4
Age	18–25 years	64	29.1
	26–35 years	97	44.1
	36–45 years	42	19.1
	Above 45 years	17	7.7
Educational Background	High School/Vocational School	95	43.2
	Diploma	48	21.8
	Bachelor's Degree	69	31.4
	Postgraduate Degree	8	3.6
Type of Disability	Physical Disability	92	41.8
	Hearing Disability	71	32.2
	Other Disabilities	57	25.9
Length of Employment	Less than 1 year	39	17.7
	1–3 years	96	43.6
	4–6 years	52	23.6
	More than 6 years	33	15.0
Retail Sector	Supermarket	71	32.3
	Minimarket	88	40.0
	Department Store	39	17.7
	Other Retail Chains	22	10.0
Employment Status	Full-Time Employee	176	80.0
	Part-Time Employee	44	20.0

Evaluation of The Measurement Model

Table 3. *Validity and Reliability*

Construct	Item	Loadings	Composite Reliability	AVE
Inclusive Leadership (IL)	IL1	0.925	0.959	0.853
	IL2	0.917		
	IL3	0.924		
	IL4	0.928		
Organizational Support 9OS)	OS1	0.933	0.962	0.865
	OS2	0.936		
	OS3	0.925		
	OS4	0.926		
Psychological Safety (PS)	PS1	0.915	0.950	0.825
	PS2	0.912		
	PS3	0.909		
	PS4	0.896		
Workplace Inclusive (WI)	WI1	0.918	0.953	0.835
	WI2	0.909		
	WI3	0.910		
	WI4	0.918		

Table 4. *Heterotrait-Monotrait Ratio*

	Inclusive Leadership (IL)	Organizational Support (OS)	Psychological Safety (PS)	Workplace Inclusion (WI)
Inclusive Leadership				
Organizational Support	0.037			
Psychological Safety	0.507	0.556		
Workplace Inclusion	0.643	0.553	0.806	

Table 5. *Fornell-Larcker Criterion*

	Inclusive Leadership (IL)	Organizational Support (OS)	Psychological Safety (PS)	Workplace Inclusion (WI)
Inclusive Leadership (IL)	0.924			
Organizational Support (OS)	-0.003	0.930		
Psychological Safety (PS)	0.475	0.523	0.908	
Workplace Inclusion (WI)	0.604	0.522	0.752	0.914

Table 6. *Outer Variance Inflation Factor for Measurement Indicators*

	VIF		VIF		VIF		VIF
IL1	4.22	OS1	4.384	PS1	3.524	WI1	3.701
IL2	3.677	OS2	4.504	PS2	3.457	WI2	3.25
IL3	4.07	OS3	4.148	PS3	3.309	WI3	3.358
IL4	4.245	OS4	4.087	PS4	3.06	WI4	3.711

Based on Table 3, all indicator loadings exceed the recommended threshold of 0.70 (ranging from 0.896 to 0.936), indicating strong convergent validity, with Organizational Support showing the highest loading and Psychological Safety the lowest, yet still acceptable. Composite Reliability values for all constructs (0.950–0.962) are above 0.70, confirming excellent internal consistency, while AVE values (0.825–0.865) exceed 0.50, indicating that each construct explains more than 50% of its indicators' variance. Overall, the measurement model meets the required validity and reliability criteria and is suitable for further structural analysis.

All HTMT values are below the 0.90 threshold (ranging from 0.037 to 0.806), confirming satisfactory discriminant validity and indicating that all constructs are conceptually distinct. The highest value between Psychological Safety and Workplace Inclusion (0.806) suggests a strong but acceptable relationship, consistent with theory, while the lowest value between Inclusive Leadership and Organizational Support (0.037) indicates minimal overlap. Other relationships also fall within acceptable ranges, reinforcing that each construct captures different aspects of the model. Overall, these results confirm the adequacy of discriminant validity and support the reliability of the measurement model for further structural analysis.

Based on Table 5, all square root AVE values exceed the corresponding inter-construct correlations, supporting discriminant validity under the Fornell–Larcker criterion. The highest correlation is between Psychological Safety and Workplace Inclusion (0.752), which remains below their respective square root AVE values. However, the correlation between Inclusive Leadership and Organizational Support is nearly zero (−0.003), with an HTMT value of 0.037. This finding is unexpectedly low given the theoretical relationship between leadership behavior and employees' perceptions of organizational support. It may reflect differences in how respondents perceive direct leadership behaviors and broader organizational practices; however, this interpretation requires further investigation. Therefore, the near-zero association should not be interpreted solely as evidence of discriminant validity, and the underlying data and measurement items should be examined to verify this finding.

Structural Model

Therefore, inner VIF values were also examined for the predictor constructs in each endogenous construct equation. Specifically, Inclusive Leadership and Organizational Support were assessed as predictors of Psychological Safety, while Inclusive Leadership, Organizational Support, and Psychological Safety were assessed as predictors of Workplace Inclusion. The inner VIF results are presented in Table 7. Values below the selected threshold indicate that collinearity among the predictor constructs is unlikely to pose a critical concern for the estimation of the structural relationships (Hair et al., 2022). The assessment of both outer and inner VIF values provides a more comprehensive evaluation of collinearity in the PLS-SEM model. The results should be interpreted separately because outer VIF concerns indicator-level collinearity, whereas inner VIF concerns collinearity among predictor constructs in the structural model. Based on Table 6, all VIF

values (3.060–4.504) are below 5.00, indicating no multicollinearity issues and acceptable indicator correlations. This confirms that all constructs are measured appropriately without overlap, and the model is stable and suitable for further analysis.

Path Coefficient Analysis

All direct relationships in the structural model are positive and statistically significant. Inclusive Leadership significantly influences both Psychological Safety ($\beta = 0.477$, $p < 0.001$) and Workplace Inclusion ($\beta = 0.423$, $p < 0.001$), indicating its important role in fostering a safe and inclusive work environment. Organizational Support also shows strong positive effects on Psychological Safety ($\beta = 0.524$, $p < 0.001$) and Workplace Inclusion ($\beta = 0.324$, $p < 0.001$). Furthermore, Psychological Safety significantly enhances Workplace Inclusion ($\beta = 0.382$, $p < 0.001$), confirming its role as a key mechanism in promoting inclusion. Overall, these results support hypotheses H1, H2, H3, H4, H5.

Psychological Safety significantly mediates the relationship between Inclusive Leadership and Workplace Inclusion ($\beta = 0.182$, $p < 0.001$) as well as between Organizational Support and Workplace Inclusion ($\beta = 0.200$, $p < 0.001$). These findings indicate that both inclusive leadership and organizational support enhance workplace inclusion not only directly but also indirectly by fostering a psychologically safe environment where employees with disabilities feel secure to express themselves and participate actively. Thus, H6 and H7 are supported, highlighting Psychological Safety as a key mediating mechanism in promoting workplace inclusion.

Table 7. *Hypothesis Testing*

Relationship	Path Coefficient (β)	T-Statistics	P-Values	Result
Inclusive Leadership → Psychological Safety	0.477	10.067	0.000	Supported
Inclusive Leadership → Workplace Inclusion	0.423	9.554	0.000	Supported
Organizational Support → Psychological Safety	0.524	12.663	0.000	Supported
Organizational Support → Workplace Inclusion	0.324	7.895	0.000	Supported
Psychological Safety → Workplace Inclusion	0.382	8.354	0.000	Supported
Inclusive Leadership → Psychological Safety → Workplace Inclusion	0.182	6.162	0.000	Supported
Organizational Support → Psychological Safety → Workplace Inclusion	0.200	6.717	0.000	Supported

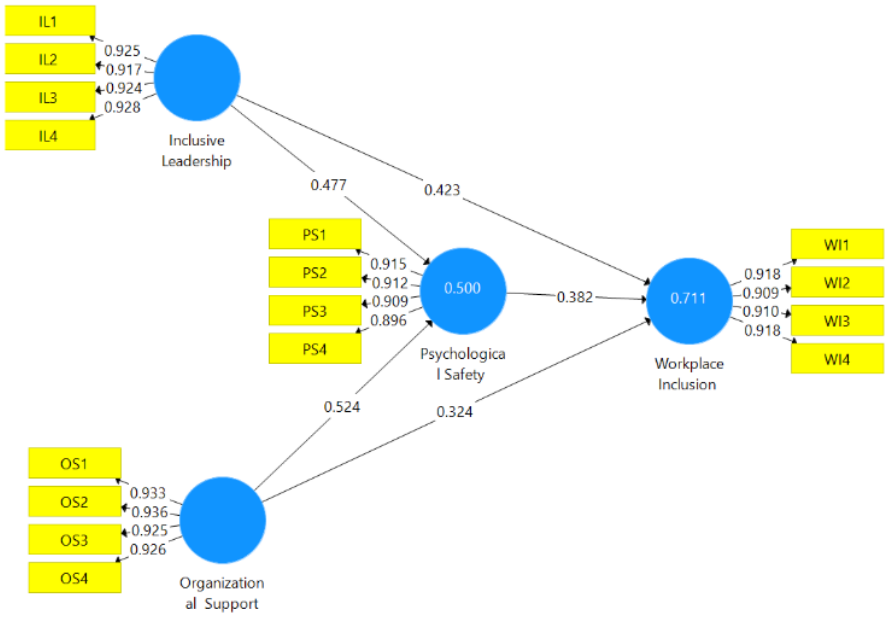


Figure 1. *Bootstraping Model*

Table 8. *Coefficient of Determination (R^2)*

Endogenous Variable	R Square	R Square Adjusted
Psychological Safety	0.500	0.496
Workplace Inclusion	0.711	0.707

Table 9. *Predictive Relevance Assessment (Q^2)*

Endogenous construct	SSO	SSE	Q^2
Psychological Safety	880	521.482	0.407
Workplace Inclusion	880	365.381	0.585

The coefficient of determination (R^2) was used to assess the explanatory power of the structural model. As presented in Table 8, Psychological Safety has an R^2 value of 0.500 and an adjusted R^2 value of 0.496. This indicates that Inclusive Leadership and Organizational Support jointly explain 50.0% of the variance in Psychological Safety, while the remaining variance is attributable to factors outside the proposed model and unexplained variation. Workplace Inclusion has an R^2 value of 0.711 and an adjusted R^2 value of 0.707. This indicates that Inclusive Leadership, Organizational Support, and Psychological Safety jointly explain 71.1% of the variance in Workplace Inclusion. The adjusted R^2 value of 0.707 shows that the explanatory power remains similar after adjustment for the number of predictors in the model.

Overall, these findings indicate that the structural model demonstrates substantial explanatory power for Workplace Inclusion and moderate explanatory power for Psychological Safety, based on commonly used PLS-SEM guidelines. However, R^2 measures the proportion of variance explained by the predictors in the sample and should not be interpreted as direct evidence of out-of-sample predictive capability.

The predictive relevance of the structural model was assessed using the Stone–Geisser Q^2 criterion based on the construct cross-validated redundancy procedure. As shown in the results, Psychological Safety obtained a Q^2 value of 0.407, while Workplace Inclusion obtained a Q^2 value of 0.585. Both values are greater than zero, indicating that the model demonstrates predictive relevance for the two endogenous constructs under the blindfolding procedure.

The Q^2 value for Workplace Inclusion (0.585) is higher than that for Psychological Safety (0.407), indicating a higher Q^2-based predictive relevance value for Workplace Inclusion within the evaluated model. These results complement the R^2 findings by providing evidence of predictive relevance in addition to explanatory power. Nevertheless, Q^2 obtained through blindfolding should not be interpreted as a direct measure of out-of-sample predictive performance. The out-of-sample predictive performance of the model was assessed using the PLSpredict procedure. As reported in Table 10, all eight indicators of the endogenous constructs have positive Q^2_predict values, ranging from 0.361 to 0.579. These results indicate that the model demonstrates predictive relevance for the indicators of Psychological Safety and Workplace Inclusion under the PLSpredict procedure.

Among the Psychological Safety indicators, PS1 has the highest Q^2_predict value (0.430), followed by PS3 (0.421), PS2 (0.402), and PS4 (0.361). For Workplace Inclusion, WI2 has the highest Q^2_predict value (0.579), followed by WI3 (0.527), WI1 (0.494), and WI4 (0.491). These results indicate positive predictive relevance across all indicators, although the magnitude varies between indicators. The prediction-error statistics also provide a descriptive assessment of the model's prediction errors. Across the eight indicators, RMSE ranges from 0.501 to 0.664, while MAE ranges from 0.404 to 0.537. These values describe the prediction errors produced by the PLS model; however, their adequacy cannot be established from these values alone because prediction-error measures need to be compared with those from an appropriate benchmark model.

Overall, the positive Q^2_predict values provide evidence of out-of-sample predictive relevance for the endogenous indicators. Nevertheless, the relative predictive performance of the PLS-SEM model should be determined by comparing its RMSE or MAE values with those obtained from the linear model (LM) benchmark. Therefore, the results support positive predictive relevance, while a conclusion regarding the model's comparative predictive power requires the additional prediction-error comparison.

Table 10. *PLSpredict Results for Endogenous Constructs*

Indicator	RMSE	MAE	MAPE	Q^2_predict
PS2	0.628	0.503	18.284	0.402
PS4	0.664	0.537	19.376	0.361
PS1	0.579	0.459	17.072	0.43
PS3	0.572	0.452	16.971	0.421
WI4	0.59	0.487	18.69	0.491
WI3	0.526	0.434	15.259	0.527
WI1	0.535	0.438	15.028	0.494
WI2	0.501	0.404	15.541	0.579

Table 11. *Model fit*

Model Fit Index	Saturated Model	Estimated Model
SRMR	0.032	0.032
d_ULS	0.141	0.141
d_G	0.176	0.176
Chi-Square	237.949	237.949
NFI	0.934	0.934

The results in Table 11 provide supplementary information about the fit characteristics of the PLS-SEM model. The SRMR value is 0.032 for both the saturated and estimated models, which is below the commonly used descriptive threshold of 0.08 and indicates a relatively small standardized discrepancy between the observed correlations and those implied by the model. The NFI value of 0.934 also indicates a comparatively high level of fit relative to the specified baseline model. However, these values should not be interpreted as conclusive evidence that the theoretical model is correctly specified or that all estimated structural relationships are valid. The reported d_ULS and d_G values are 0.141 and 0.176, respectively, for both the saturated and estimated models. These discrepancy measures should not be judged solely by their absolute magnitudes; their interpretation requires appropriate reference distributions or inferential criteria, such as bootstrap-based confidence limits where applicable. Similarly, the identical values reported for the saturated and estimated models should be understood as results from the current software output rather than independent confirmation of model adequacy.

Overall, the fit indices provide supplementary diagnostic evidence, with the SRMR and NFI values suggesting comparatively favorable fit characteristics. Nevertheless, they do not independently establish the adequacy of the model. The findings should therefore be interpreted alongside the assessment of measurement-model quality, structural path coefficients, explanatory power (R^2), predictive relevance, and the theoretical justification for the proposed relationships. This integrated evaluation provides a more balanced basis for interpreting the PLS-SEM results.

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Discussion

The Direct Effect of Inclusive Leadership on Workplace Inclusion (H1)

The results indicate that inclusive leadership has a positive and statistically significant effect on workplace inclusion ($\beta = 0.423$, $t = 9.554$, $p < 0.001$), supporting H1. This finding highlights the relevance of inclusive leadership in shaping employees' perceptions of belonging and the extent to which their individual characteristics and contributions are valued within the organization. It is consistent with the inclusion framework proposed by Randel et al. (2018), which emphasizes the role of leader behaviors in fostering both belongingness and the appreciation of employees' uniqueness. Similarly, Carmeli et al. (2010) demonstrated the importance of inclusive leadership behaviors in promoting psychological safety and employee involvement in creative tasks. In the context of employees with disabilities, inclusive leadership may be particularly important because workplace inclusion involves more than formal employment or physical presence in the workplace. Employees also need opportunities to participate in work-related interactions, express their perspectives, and contribute meaningfully to organizational activities. Leaders who demonstrate

openness, accessibility, and responsiveness may help employees feel recognized and respected, thereby strengthening their perceptions of inclusion. These considerations are especially relevant in the modern retail industry, where frontline employees frequently interact with colleagues, supervisors, and customers. The findings also suggest that inclusive leadership is a relevant organizational factor for workplace inclusion in Indonesia. Nevertheless, although cultural characteristics such as power distance may provide a potential contextual explanation for leadership dynamics, power distance was not measured in this study. Its role should therefore be treated as a possibility for future investigation rather than an explanation established by the current findings. Overall, the results underscore the importance of developing leadership practices that promote equitable participation, recognize diverse employee contributions, and support the inclusion of employees with disabilities in the modern retail sector.

The Direct Effect of Organizational Support on Workplace Inclusion (H2)

Organizational support has a positive and statistically significant effect on workplace inclusion ($\beta = 0.324$, $t = 7.895$, $p < 0.001$), supporting H2. This finding is consistent with Organizational Support Theory, which proposes that employees develop perceptions of organizational support based on the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The broader literature also identifies perceived organizational support as an important factor associated with employees' work-related attitudes and experiences (Kurtessis et al., 2017) For employees with disabilities, organizational support may be reflected in accessible workplace facilities, fair treatment, responsive accommodation procedures, appropriate work resources, and equitable access to career development opportunities. These practices can signal that employees are valued organizational members whose needs and contributions deserve consideration. Previous research on disability and employment has emphasized the importance of organizational practices and workplace conditions in shaping the employment experiences of people with disabilities (Kocman & Weber, 2018; Kulkarni, 2012). The present findings extend this discussion by demonstrating a positive association between organizational support and workplace inclusion among employees with disabilities in the Indonesian modern retail context. The path coefficient indicates that organizational support contributes to explaining workplace inclusion in the proposed model, although its estimated direct effect is smaller than those of inclusive leadership and psychological safety. This difference in coefficient magnitude should not, however, be interpreted as evidence of a statistically significant difference between the effects without a formal comparison test. The findings suggest that organizational support should be translated into tangible and consistently implemented workplace practices rather than remaining limited to formal policies. For retail organizations, this includes ensuring that employees with disabilities can access the resources, accommodations, communication channels, and development opportunities necessary to participate meaningfully in the workplace. Such practices may help strengthen employees' perceptions that they are accepted, respected, and valued members of the organization.

The Direct Effect of Psychological Safety on Workplace Inclusion (H3)

Psychological safety has a positive and statistically significant effect on workplace inclusion ($\beta = 0.382$, $t = 8.354$, $p < 0.001$), supporting H3. This finding is consistent with psychological safety theory, which emphasizes the importance of an interpersonal environment in which individuals feel able to express themselves, ask questions, and raise concerns without excessive fear of negative interpersonal consequences (Edmondson, 1999), Research on inclusion and diversity also highlights the importance of creating work environments that allow employees to participate while maintaining a sense of belonging and having their unique contributions recognized (Nishii, 2013; Shore et al., 2011), Psychological safety may be particularly relevant to employees with disabilities because workplace participation can involve concerns about stigma, negative reactions, disclosure of disability, and requests for reasonable accommodation. When employees perceive that they can communicate their needs and opinions without being dismissed or unfairly judged, they may be more willing to engage in workplace interactions and contribute their knowledge and skills. Research on disability in organizational settings likewise highlights the importance of interpersonal experiences and workplace conditions in understanding employees' participation and inclusion (Santuzzi et al., 2014).These considerations are pertinent to the modern retail industry, where employees often work in customer-facing and team-based environments that require frequent communication and coordination. In such settings, psychological safety may help employees with disabilities communicate work-related challenges, seek assistance when needed, and participate in team activities. The significant positive relationship found in this study suggests that psychological safety is an important correlate of workplace inclusion in the Indonesian retail context. Although the estimated direct effect of psychological safety on workplace inclusion is smaller

than that of inclusive leadership, it remains statistically significant. This result suggests that psychological safety represents an important dimension of the proposed model rather than a substitute for inclusive leadership or organizational support. Together, these findings indicate that workplace inclusion may be strengthened when employees experience both supportive leadership and an interpersonal environment that enables open participation.

The Direct Effect of Inclusive Leadership on Psychological Safety (H4)

The results show that inclusive leadership has a positive and statistically significant effect on psychological safety ($\beta = 0.477$, $t = 10.067$, $p < 0.001$), supporting H4. This finding is consistent with previous research emphasizing the role of leader inclusiveness in fostering psychological safety. Nembhard & Edmondson (2006) demonstrated that leader inclusiveness is relevant to psychological safety and improvement efforts, while Carmeli et al. (2010) identified psychological safety as an important mechanism associated with inclusive leadership and employee involvement. Inclusive leaders may strengthen psychological safety by demonstrating openness to employees' ideas, making themselves accessible when concerns arise, and responding constructively to questions and requests for assistance. These behaviors can help reduce employees' uncertainty about how their contributions will be received. For employees with disabilities, such leadership practices may be particularly important when communicating accommodation needs, discussing workplace barriers, or expressing concerns about interpersonal treatment. The findings indicate that inclusive leadership is positively associated with psychological safety among employees with disabilities in the modern retail industry in Indonesia. This relationship provides a theoretical basis for understanding how leadership practices may contribute to an interpersonal climate that supports employees' willingness to communicate and participate. However, because the study estimates relationships within a structural model, the result should be interpreted as an empirical association consistent with the proposed theoretical explanation rather than definitive proof of causality.

The Direct Effect of Organizational Support on Psychological Safety (H5)

Organizational support has a positive and statistically significant effect on psychological safety ($\beta = 0.524$, $t = 12.663$, $p < 0.001$), supporting H5. Among the direct relationships reported in Table 7, this path has the largest estimated coefficient. The finding is consistent with Organizational Support Theory, which suggests that employees' perceptions of being valued and cared for by their organization shape their experiences and attitudes at work ((Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). It also aligns with the broader evidence reviewed by Frazier et al. (2017)which identifies organizational and interpersonal contextual factors as relevant to psychological safety. When employees perceive that their organization responds fairly to their needs, provides appropriate resources, and takes their concerns seriously, they may feel more confident communicating difficulties, seeking assistance, and participating in work-related interactions. For employees with disabilities, accessible facilities, responsive accommodation procedures, and clear mechanisms for reporting workplace concerns may signal that the organization recognizes their needs and values their contributions. These organizational signals may help reduce uncertainty about the consequences of speaking up or requesting support. The relatively large path coefficient suggests that organizational support is an important correlate of psychological safety within the proposed model. However, the coefficient alone does not establish that organizational support has a statistically stronger effect than inclusive leadership; such a conclusion would require a formal test of the difference between the two path coefficients. Nevertheless, the result highlights the potential importance of organizational systems and practices in supporting psychological safety. It also suggests that inclusive workplace environments require alignment between supportive organizational policies and the everyday experiences of employees with disabilities.

The Mediating Role of Psychological Safety in the Relationship Between Inclusive Leadership and Workplace Inclusion (H6)

The indirect effect of inclusive leadership on workplace inclusion through psychological safety is positive and statistically significant ($\beta = 0.182$, $t = 6.162$, $p < 0.001$), supporting H6. This finding suggests that psychological safety represents a potential explanatory mechanism linking inclusive leadership with workplace inclusion. In addition to its positive direct relationship with workplace inclusion, inclusive leadership is associated with greater psychological safety, which is, in turn, positively associated with workplace inclusion. This interpretation is consistent with Carmeli et al. (2010) who examined the mediating role of psychological safety in the relationship between inclusive leadership and employee involvement in

creative tasks. It also aligns with research emphasizing the importance of leadership behaviors and interpersonal conditions in shaping employees' experiences of inclusion (Randel et al., 2018; Shore et al., 2011). The present study extends this line of inquiry by examining psychological safety as a mediator in the relationship between inclusive leadership and workplace inclusion among employees with disabilities in the Indonesian modern retail context. For employees with disabilities, inclusive leadership may help create an environment in which individuals feel more comfortable expressing their perspectives, communicating accommodation needs, and participating in workplace activities. Psychological safety may provide the interpersonal conditions through which these leadership behaviors are associated with a stronger sense of belonging and recognition. Thus, inclusive leadership may be relevant to workplace inclusion not only through its direct association with employees' perceptions of acceptance and value but also through its relationship with psychological safety. The significant indirect effect, together with the significant direct effect reported in Table 7, is consistent with partial mediation, provided that the direct effect remains significant in the same mediation model after psychological safety is included. This pattern suggests that psychological safety accounts for part, but not necessarily all, of the relationship between inclusive leadership and workplace inclusion. Other mechanisms may also be relevant, although they were not directly tested in this study. Overall, the findings highlight the potential value of leadership development initiatives that combine inclusive interpersonal behaviors with practices that encourage employees to communicate openly and participate meaningfully.

The Mediating Role of Psychological Safety in the Relationship Between Organizational Support and Workplace Inclusion (H7)

The indirect effect of organizational support on workplace inclusion through psychological safety is positive and statistically significant ($\beta = 0.200$, $t = 6.717$, $p < 0.001$), supporting H7. This result indicates that psychological safety is a potential explanatory mechanism through which organizational support is associated with workplace inclusion. In addition to its significant direct relationship with workplace inclusion, organizational support is positively associated with psychological safety, which is also positively associated with workplace inclusion. This finding is consistent with Organizational Support Theory, which emphasizes the importance of employees' perceptions that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). It also complements the broader evidence on the organizational and interpersonal antecedents of psychological safety discussed by (Frazier et al., 2017). The current findings extend this discussion to employees with disabilities in the modern retail industry in Indonesia by examining psychological safety as a mediator between organizational support and workplace inclusion. Organizational support may be particularly relevant when employees need accessible work arrangements, appropriate accommodations, or assistance in addressing workplace barriers. When organizational practices demonstrate responsiveness and fairness, employees may feel more secure expressing concerns and communicating their needs. This sense of psychological safety may, in turn, be associated with greater participation, a stronger sense of belonging, and a greater perception that their contributions are valued. The estimated indirect effect for organizational support ($\beta = 0.200$) is numerically larger than that for inclusive leadership ($\beta = 0.182$). Although this comparison suggests a slightly larger estimated indirect effect in the proposed model, it does not establish that the two indirect effects differ significantly; such a conclusion would require an appropriate statistical comparison. The significant indirect effect, together with the significant direct effect of organizational support on workplace inclusion, is consistent with partial mediation if the direct effect remains significant in the same mediation model after psychological safety is included.

Taken together, the results suggest that organizational support may be associated with workplace inclusion through both a direct pathway and a pathway involving psychological safety. This underscores the potential value of organizational practices that combine formal support systems with an interpersonal environment in which employees with disabilities feel safe communicating their needs and participating in organizational activities.

Theoretical Contributions

The present study contributes to organizational behavior and human resource management literature by integrating inclusive leadership theory (Randel et al., 2018), organizational support theory (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002), and psychological safety theory (Edmondson, 1999) into a comprehensive framework of disability workplace inclusion. The findings demonstrate that inclusive leadership, organizational support, and psychological safety collectively shape workplace inclusion among employees with disabilities, while also extending psychological safety theory by highlighting its critical role for

individuals facing heightened interpersonal risk and identity-management pressures (Frazier et al., 2017; Newman et al., 2017). This study further validates the modern retail sector as an important context for disability inclusion research and reveals that psychological safety and organizational support exert stronger direct effects on inclusion than inclusive leadership, suggesting the importance of contextual factors such as leadership endorsement in high power-distance cultures. Finally, the study advances sustainable human resource management scholarship (Kramar, 2014; Mariappanadar, 2020) by showing that inclusive organizational systems significantly enhance employee well-being and organizational resilience, with the adjusted R^2 value of 0.711 indicating strong explanatory power for workplace inclusion outcomes among employees with disabilities.

Practical Implication

The findings of this study provide important practical implications for HR practitioners, retail industry leaders, and Indonesian policymakers by emphasizing that workplace inclusion for employees with disabilities depends not only on formal compliance mechanisms but also on organizational behavior factors such as inclusive leadership, organizational support, and psychological safety. For HR managers and organizational leaders, the results highlight the importance of investing in disability-inclusive leadership development programs that promote equitable participation, accessibility, fair resource distribution, and genuine recognition of diverse employee contributions, particularly within the Indonesian retail sector where frontline managers often operate with limited organizational guidance. The significant influence of organizational support further suggests that organizations must move beyond disability quota compliance by creating responsive and accessible systems, including streamlined accommodation procedures, safe communication channels for employee concerns, and equitable career development opportunities for employees with disabilities, especially given persistent stigma and accommodation barriers documented in Indonesia Komnas Disabilitas (2022). In addition, the mediating role of psychological safety indicates that organizations should treat psychological safety as a strategic HR priority by integrating it into employee engagement assessments, communication training, and non-punitive reporting mechanisms that address exclusionary behavior. Finally, the findings imply that policymakers and the Ministry of Manpower should complement employment quota regulations with organizational capacity-building initiatives such as inclusive leadership certification, disability-inclusive HRM auditing frameworks, and psychological safety assessment systems, since sustainable workplace inclusion requires not only regulatory enforcement but also the development of organizational environments that genuinely support employees with disabilities (Togatorop et al., 2026).

Limitations and Directions for Future Research

Several limitations of the present study should be acknowledged. First, the cross-sectional research design limits the ability to establish causal relationships among inclusive leadership, organizational support, psychological safety, and workplace inclusion, meaning that although the proposed pathways were theoretically supported, longitudinal or experimental approaches would be necessary to confirm temporal precedence and causal direction more rigorously. Second, the study relied exclusively on self-reported questionnaire data, creating potential concerns regarding common method variance and social desirability bias despite procedural efforts to minimize these effects, particularly because employees may have responded differently depending on their perceptions of organizational expectations and inclusion experiences. Third, the sample included employees with physical disabilities (41.8%), hearing disabilities (32.2%), and other disabilities (25.9%) within the Indonesian retail sector. However, the specific types of disabilities included in the "other disabilities" category were not separately identified, limiting a more detailed assessment of disability representation. Consequently, the generalizability of the findings to specific disability groups remains uncertain, as employees with different types of disabilities may experience distinct workplace inclusion challenges (Bogart et al., 2018; Santuzzi et al., 2014). the study used purposive sampling to recruit 220 employees with disabilities from Ambon, Makassar, and Jakarta. The sample is therefore geographically and organizationally bounded and should not be regarded as statistically representative of all employees with disabilities in Indonesia. The distribution of respondents across retail formats was also uneven, with minimarkets and supermarkets accounting for the largest shares of the sample. Consequently, the findings may not fully reflect the experiences of employees working in other retail formats, regions, or organizational environments.

CONCLUSION

This study investigated the influence of inclusive leadership, organizational support, and psychological safety on workplace inclusion among employees with disabilities in Indonesia's modern retail industry, employing PLS-SEM analysis on a sample of 220 employees. The results confirmed that all three focal antecedents significantly and positively predicted workplace inclusion, both directly and in the case of inclusive leadership and organizational support indirectly through the mediating mechanism of psychological safety. The structural model explained 71.1% of the variance in workplace inclusion, demonstrating strong explanatory power and confirming the theoretical coherence and empirical productivity of the integrative framework employed.

These findings advance organizational behavior and HRM scholarship by establishing the first integrated empirical test of inclusive leadership theory, Organizational Support Theory, and psychological safety theory as co-occurring predictors of disability workplace inclusion in a non-Western service sector context. They extend psychological safety theory to a disability-specific application domain where the construct's theoretical salience is particularly high, confirm the cross-cultural applicability of foundational Western organizational behavior frameworks in the Indonesian retail context, and provide HR practitioners and policymakers with an evidence-based framework for designing disability-inclusive organizational environments. As Indonesia advances toward greater alignment with the UN Sustainable Development Goals particularly SDG 8 and SDG 10 the organizational conditions identified in this study as drivers of genuine disability workplace inclusion offer a concrete, theoretically grounded roadmap for organizations committed to translating formal disability employment commitments into the lived organizational reality of belonging, valued participation, and sustained inclusion.

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Author Contributions

Glen Andre Yusuf T. (First and Corresponding Author) — Conceptualization, research design, methodology, data collection, data analysis, interpretation of findings, manuscript drafting, and correspondence with the journal.

Ervan Togatorop (Second Author) — Literature review, theoretical framework development, validation of research instruments, interpretation of findings, critical review, and manuscript editing and revision.

Both authors contributed to the development of the manuscript, reviewed the final version, and approved it for publication.

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Conflict of Interest

The authors declare that there are no conflicts of interest, financial or otherwise, that could have influenced the research, analysis, or publication of this article.

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