
**The Effect of Organizational Trust, Inclusive Leadership and Empowering Leadership on Group Conflict: The Mediation Role of Psychological Safety
(A Study on Shopee Employees in Solo City)**

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doi.org/10.51505/IJEBMR.2026.10713 URL: <https://doi.org/10.51505/IJEBMR.2026.10713>

Received: Jun 15, 2026

Accepted: Jun 23, 2026

Online Published: July 14, 2026

Abstract

Group conflict is a major problem frequently faced by modern organizations, especially those working in large, cross-functional teams. According to (Nurhayati et al., 2022), group conflict in a company is a mismatch in activities, feelings, goals, and intentions among socially interacting parties within a group. Poorly managed conflict can negatively impact team performance, reduce productivity, and hinder innovation and collaboration. This study aims to examine the influence of organizational trust, inclusive leadership, and empowering leadership on group conflict and the mediating role of psychological safety. This study uses a quantitative approach based on statistical information. A research approach that addresses the research problem requires careful measurement of variables from the object of study to produce generalizable conclusions. The results indicate that organizational trust, inclusive leadership, and empowering leadership significantly influence psychological safety. Inclusive leadership, empowering leadership, and psychological safety also significantly influence group conflict. Furthermore, psychological safety significantly mediates the relationships between organizational trust, inclusive leadership, empowering leadership, and group conflict. These findings contribute to organizational behavior literature by demonstrating the mediating role of psychological safety in explaining how leadership practices influence group conflict within Indonesia's e-commerce industry.

Keywords: Organizational Trust, Inclusive Leadership, Empowering Leadership, Group Conflict, and Psychological Safety

1. Introduction

Current business phenomena show that employee work engagement has been seen as one of the most important drivers of business success (Carmeli et al., 2010), and leadership factors are the

main factors that influence success in work, (Bakker, 2011), a finding related to increasing the level of work engagement can be achieved by implementing certain leadership styles. (Abdeldayem & Aldulaimi, 2023) leadership is the foundation of every aspect of performance achievement. However, there is still little research, especially empirical research, that has been done to test the specific impact of inclusive leadership styles (Abdeldayem & Aldulaimi, 2023), especially incorporating inclusive leadership in employee job engagement.

Recent studies have demonstrated that organizational trust, inclusive leadership, and empowering leadership are important antecedents of employee attitudes and behaviors. However, previous findings remain inconsistent regarding their influence on psychological safety and group conflict. For instance, Joo et al. (2023) reported that psychological safety mediates the relationship between organizational trust, empowering leadership, and group conflict, whereas Nur Rahman et al. (2023) found that inclusive leadership did not significantly influence psychological safety. Likewise, Salim (2023) reported inconsistent findings regarding the impact of empowering leadership on employee-related outcomes. These inconsistencies indicate that the mechanisms through which leadership and organizational trust influence group conflict remain insufficiently understood, particularly in dynamic organizational contexts such as the e-commerce industry.

Moreover, prior studies have generally examined these leadership variables separately and have predominantly been conducted in service or hospitality settings. Limited empirical research has simultaneously investigated organizational trust, inclusive leadership, and empowering leadership within a single integrated model while examining the mediating role of psychological safety in an Indonesian e-commerce context. Therefore, this study seeks to address this gap by investigating these relationships among employees of Shopee Solo Branch.. This research expands on the research results obtained by Joo et al. (2023), which showed that psychological safety can mediate the influence between organizational trust variables on group conflict and can mediate the influence between empowering leadership on group conflict. Researchers added the inclusive leadership variable as an independent variable from the study (Vakira et al., 2023) which showed results regarding the relationship between inclusive leadership directly influencing employee engagement with the presence of psychological safety.

This study contributes to the organizational behavior literature in three ways. First, it integrates organizational trust, inclusive leadership, and empowering leadership into a single research model to explain group conflict through psychological safety. Second, it extends the application of psychological safety theory to the Indonesian e-commerce industry, a context that has received limited scholarly attention despite its highly dynamic and collaborative work environment. Third, the findings provide empirical evidence that enriches the understanding of leadership practices and employee interactions in emerging economies, thereby expanding previous studies that were largely conducted in developed countries and different industrial settings.

This study focuses on group conflict, so the researchers present data on conflicts that occurred among Shopee employees. Figure 1.1 shows data on conflicts that occurred among Shopee employees in Solo:

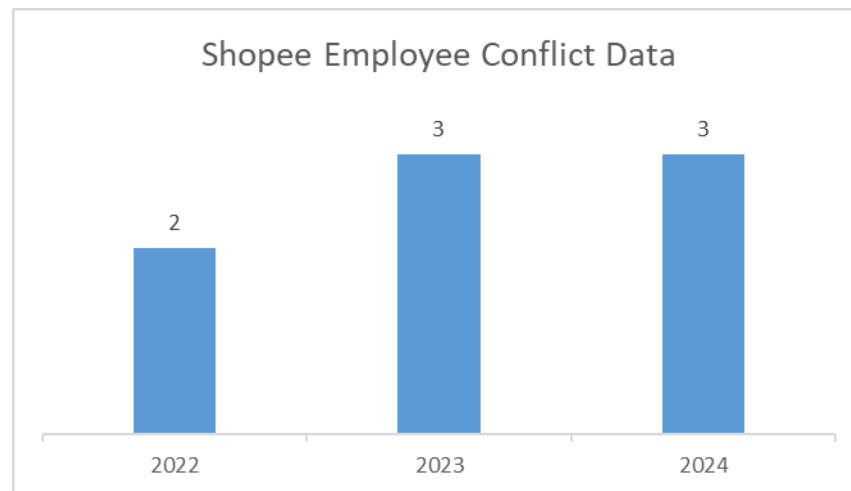


Figure 1.1 Shopee Employee Conflict Data
Source: Shopee Solo City

Based on Figure 1.1 regarding conflicts that occurred during the period 2022 to 2024, in 2022 there were two forms of conflict that occurred among employees: harsh words from coworkers and quarrels between employees. In 2023, the number of conflicts increased, consisting of harsh words, reprimands from superiors, and quarrels between employees. In 2024, there was no increase or decrease in conflicts that occurred, where the conflicts that occurred remained the same as the previous year: harsh words, reprimands from superiors, and quarrels between employees.

Based on the background description above, the researcher is interested in conducting research entitled "**The Influence of Organizational Trust, Inclusive Leadership and Empowering Leadership on Group Conflict: The Mediation Role of Psychological Safety**"

Organizational trust is employees' belief that the organization will act fairly, honestly, and responsibly. There are several reasons why employee perceptions of organizational trustworthiness are positively related to psychological safety (Meithiana, 2017). Organizational trust is defined as "the positive expectations individuals have about the intentions and behaviors of some organizational members based on their roles, relationships, experiences, and organizational interdependence" (Shockley-Zalabak et al., 2000). Organizational trust is a global evaluation of an organization's trustworthiness (Gambetta, 1988) and a feeling of confidence and support from employers (Gilbert & Tang, 1998). There are two levels of research on trust: the macro and micro levels (Mayer et al., 1995). Most measures of trust at the micro level relate to trustworthiness beliefs that focus on integrity and benevolence; however, we will focus on the

macro level: the organization's overall internal trust climate, using the measure (Dewi & Amalia, 2024).

Recently, (Joo et al., 2023) found empirical evidence that organizational trust fosters a psychologically safe environment that encourages speaking up, while a lack of organizational trust leads to a culture of silence, which is dangerous and has a low level of psychological safety. And research (Dewi & Amalia, 2024) organizational trust on group conflict shows that the value is positive but does not support the hypothesis because high group conflict means organizational trust has confidence in the short-term and long-term future, if an employee is dissatisfied with their manager or team, they may not stay this year.

The concept of inclusive leadership emerged in the healthcare sector, sparked by the phenomenon of medical errors committed by nurses, driven by low perceptions of psychological safety due to superior behavior (Edmondson, 1999). In his qualitative research, Edmondson found that some units had authoritarian nurse leaders who did not tolerate their subordinates' mistakes, making them reluctant to disclose their mistakes. On the other hand, some units had nurses who felt safe discussing their mistakes because they had nurse leaders who emphasized the importance of discussing mistakes with their subordinates as a learning tool (Edmondson, 1999).

(Vakira et al., 2023) assert that psychological safety is experienced as a feeling of being able to demonstrate and employ oneself without fear of negative consequences to self-image, status, or career. Psychological safety is described as an individual's perception of the consequences of taking personal risks in the work environment. People feel safe in environments they trust and feel they are unlikely to suffer because of their involvement (Kahn, 1990). Research ((Vakira et al., 2023) shows the results of inclusive leadership. has a positive and significant effect on psychological security.

Empowering leadership is a leadership style that gives employees autonomy and responsibility to make decisions and solve problems (Etikariena, 2020). Empowering leadership is defined as a leader's ability to create a perception of psychological empowerment in others, which makes employees believe they have control over their work (Joo et al., 2023).

Empowering leadership and psychological safety. In their meta-analytic study on psychological safety, (Frazier et al., 2014), reported a positive correlation between leadership and psychological safety. Therefore, direct leaders can play a significant role in shaping the work context and enhancing psychological safety. In the category of positive and supportive leader relationships, they examined inclusive leadership and transformational leadership, which are theoretically linked to psychological safety. Research (Joo et al., 2023) found that empowering leadership has a positive and significant effect on psychological safety.

Trust and knowledge sharing within an organization play a crucial role in enhancing teamwork and performance. Trust allows team members to feel more comfortable sharing information and

knowledge to achieve common goals. It also creates a productive and harmonious work environment where each team member feels valued and supported by their colleagues (Jehn & Bendersky, 2003). Organizational trust is related to many things, one of which is group conflict. According to (Joo et al., 2023), trust is beneficial, desirable, and essential for organizations to function optimally. Trust encourages cooperation, especially in large organizations, and increases mutual assistance and coordination. If employees can increase organizational trust, it will reduce group conflict. (Frazier et al., 2014) in his research showed a negative and significant influence between organizational trust and employee performance and group conflict.

Inclusive leadership is a set of positive leadership behaviors that facilitate team members' sense of belonging, while maintaining their uniqueness within the team as they contribute fully to the team's work processes and outcomes. Leaders who are humble and have a belief in diversity will increase the tendency for inclusive leadership behavior (Randel et al., 2018).

Inclusive leadership can be formed from mutual respect for uniqueness and diversity, which is open to new things and supports ongoing developments, tends to be more receptive to new ideas and practices. With such leadership characteristics, employees tend to have innovative behaviors. Thus, employees who demonstrate innovative work behaviors are more likely to take risks, challenges, and exceed targets, thereby reducing conflict (Joo et al., 2023). Leaders also protect their subordinates by taking responsibility for failures, where the leader bears the responsibility for potential failures. Therefore, subordinates will feel safe and reduce conflict (Randel et al., 2018).

When employees have leaders who empower and support their work, their motivation to achieve positive results increases. Leaders play a crucial role in empowering employees and fostering behaviors that can reduce conflict between employees (Joo et al., 2023).

Psychological safety is a condition in which employees feel safe to express themselves, take risks, and collaborate with others. Psychological safety is important for group performance, as employees who feel psychologically safe are more motivated to contribute to the group and solve problems (Jehn & Bendersky, 2003). Research (Dewi & Amalia, 2024) shows that psychological safety has a positive and significant effect on group conflict.

Psychological safety and group conflict. (Joo et al., 2023) found that psychological safety has a positive and significant effect on group conflict. (Jehn & Bendersky, 2003) also reported that psychological safety has an effect on conflict. (Joo et al., 2023) found a mediating role of team psychological safety and relationship conflict on the relationship between team cognitive diversity (i.e., diversity of skills and expertise) and team performance.

When employees perceive an overall organizational climate that has internal trust based on the trustworthiness, integrity, and benevolence of senior leadership, we believe they will have higher psychological safety, which in turn leads to lower group conflict. Based on social exchange theory (Joo et al., 2023), employees appear to reciprocate the treatment they receive from the

organization. As reported (Joo et al., 2023), researchers found a positive effect of organizational trust on work outcomes such as job satisfaction, organizational commitment, and organizational citizenship behavior. Similarly, it was shown that organizational trust, as a distal antecedent, would be associated with group conflict through psychological safety. Thus, it suggests that the overall level of trust within an organization leads to a psychologically safe climate at the team level, which ultimately reduces the level of conflict within a (Joo et al., 2023).

leadership was originally coined by Nemphard and Edmondson, who defined inclusive leaders as having three basic characteristics: openness, accessibility, and availability. This leadership focuses on accepting members as they are, allowing them to contribute their unique abilities and perspectives, and creating a sense of belonging and a sense of individual capacity to contribute (Qurrahtulain et al., 2022).

This study links these two variables and helps explain their relationship. Psychological safety is used as a mediating variable in this study. Psychological safety is defined as a person's perception of the outcomes of interpersonal risk-taking in the workplace (Vakira et al., 2023). People feel comfortable being themselves, and they want to demonstrate their abilities without fear of negative outcomes for their careers, status, and self-image (Vakira et al., 2023). Therefore, employee psychological safety is crucial in an organization. Many studies have been conducted in developed countries, where psychological safety is (Carmeli et al., 2010) conducted a survey on inclusive leadership and employee engagement in the workplace, which is mediated by psychological safety. The results revealed that inclusive leadership is positively related to psychological safety, which stimulates employee engagement in creative work. The results of the study (Vakira et al., 2023) indicate that psychological safety can mediate the influence between inclusive leadership variables and group conflict.

- a. H1 Organizational Trust → Psychological Safety (+)
- b. H2 Inclusive Leadership → Psychological Safety (+)
- c. H3 Empowering Leadership → Psychological Safety (+)
- d. H4 Organizational Trust → Group Conflict (-)
- e. H5 Inclusive Leadership → Group Conflict
- f. H6 Empowering Leadership → Group Conflict (-)
- g. H7 Psychological Safety → Group Conflict
- h. H8 Psychological Safety mediates Organizational Trust → Group Conflict
- i. H9 Psychological Safety mediates Inclusive Leadership → Group Conflict
- j. H10 Psychological Safety mediates Empowering Leadership → Group Conflict.

Based on the theoretical arguments and empirical inconsistencies identified in previous studies, this research proposes a conceptual model that examines the direct effects of organizational trust, inclusive leadership, and empowering leadership on group conflict, as well as the mediating role of psychological safety. The proposed hypotheses are presented as follows.

2. Method

This research uses a quantitative approach based on statistical information. A research approach that answers research problems requires careful measurement of the variables of the object being studied to produce conclusions that can be generalized regardless of the context of time, place and situation. According to (Sugiyono, 2018) quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research a specific population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical with the aim of testing predetermined hypotheses.

2.1 Population, Sample, and Sampling Techniques

A. Population

According to (Cooper & Schindler, 2017), the population is gathering from all over the object to be studied. In other words, the population is a generalization area consisting of on subject or objects that have the same characteristics as determined by the researcher For studied . The population to be studied investigated in study This is all over PT. Shopee Solo Branch employees totaling 1,300.

B. Sampling

In the research this , researcher using probability sampling. According to (Babbie, 1986) in his book *The Practice of Social Research*, says "Sampling is the process of selecting observations" (sampling is the process of selecting observations) in activity observation). The selection process in question here is a process for get sample . Purposive Sampling (Sampling Drawing) Intentionally) This way need good skills and knowledge from researchers to population research . For determine who will be sample members , then researchers must truly knowing and assuming that the person he chose can give desired information in accordance with problem study.

According to (Hair et al., 2019) the size The minimum recommended sample is 100. For determine amount samples used in research , using guidelines (Hair et al., 2019), which suggest amount sample is a minimum of 5 times the number of variable instruments used and a maximum of 10 times. The number of instruments used is 38 items, so the minimum number of samples is $5 \times 38 = 190$ and the maximum is $10 \times 38 = 380$. The number of samples in this study is 221 people.

2.2 Operational Definition of Variables

Operationalization of variables is the breakdown of research variables into subvariables, dimensions, measurements, and indicator subvariables. Variables themselves are defined as attributes, properties, characteristics, or values of objects or activities that have their own characteristics that researchers will apply to study and draw conclusions (Cooper & Schindler, 2017).

In this study, the researchers will examine several variables: the independent variable, the dependent variable, and the mediating variable. The following is an explanation of the variables used:

Table 1 Operational Definitions of Variables

No	Variables	Definition	Indicator
1.	Organizational Trust (X1)	“The positive expectations that individuals have regarding the intentions and behavior of some organizational members based on their roles, relationships, experiences, and organizational interdependence” (Shockley-Zalabak et al., 1999).	5 Item (Mayer et al., 1995)
2.	Inclusive Leadership (X 2)	Leaders who demonstrate openness, accessibility, and availability in interactions with members (Carmeli et al., 2010)	5 Items (Purnaningtya & Rahardja, 2021)
3.	<i>Empowering Leadership</i> (X3)	The ability of leaders to create perceptions of psychological empowerment in others, where employees believe they have control over their work (Maynard et al., 2012).	5 Item (Ahearne et al., 2005)
4.	Group Conflict (Y)	Group dysfunction due to conflict is considered detrimental and harmful to group development. However, according to the interactionist view of conflict, task and process conflict can be functional to some extent, while relationship conflict is always dysfunctional (De Dreu, 1997; De Dreu & Weingart, 2003).	4 Items (Award, 2019)

5.	Psychological Safety (Mediation)	A condition in which employees feel safe to express themselves, take risks, and collaborate with others. Psychological safety is important for group performance, as employees who feel psychologically safe are more motivated to contribute to the group and solve problems (Dewi & Amalia, 2024)	6 Items (Edmondson, 1999)
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2.3 Data analysis

The data analysis plan used in this study is *Structural Equation Modeling*. Structural equation modeling (SEM) is a second-generation multivariate data analysis method often used to estimate complex causal relationships between variables. In SEM, there are three activities simultaneously: checking the validity and reliability of the instrument (*confirmatory factor analysis*), testing the relationship model between variables (*path analysis*), and obtaining a suitable model for prediction. In this study, SEM is used to verify theoretical hypotheses for two main reasons. First, the analysis using SEM is in accordance with the researcher's objective to examine the theoretical relationship between variables in a structured manner. Second, each variable indicator is difficult to measure, so with SEM we can visually examine the existing relationship.

1. Descriptive Analysis

According to (Sugiyono, 2018), descriptive analysis is used to analyze data by describing or depicting the collected data as it is without the intention of drawing general conclusions or generalizations. The collected data is then tabulated and discussed descriptively. In this work, researchers are involved in describing respondents' answers or responses to all measured concepts.

a. Respondent Demographic Description

Demographic description Respondent analysis is a process for describing respondents in a study based on demographic characteristics. The purpose of this analysis in describing respondent demographics is to determine the number of respondents, who will then be divided based on characteristics previously determined by the researcher. First, based on demographic characteristics including gender, age, status , and length of service . Respondent characteristics will also be related to the statements presented.

b. Respondent Response Description

Description of respondent responses is a process to find out respondents' answers to conflict variables. group which consists of organizational trust, inclusive leadership and empowering leadership . The analysis in this study uses index analysis.

2. Instrument Test (*Inner Model*)

a. Validity Test

Validity testing is a test used to measure the validity of a questionnaire. The validity tested in *descriptive analysis* consists of convergent validity and discriminant validity.

1) Convergent validity

Convergent validity *aims* to determine the validity of each relationship between an indicator and its construct or latent variable. Good convergent validity is indicated by a *loading factor value* > 0.70, but a *loading factor value* of 0.50–0.60 is still considered sufficient (Hair et al., 2019). Meanwhile, the AVE value is greater than 0.50.

2) Discriminant validity

Discriminant validity *aims* to ensure that each concept of each construct or latent variable is different from other variables. *Discriminant validity* can be seen in its *cross-loading*. The *cross-loading value* indicates the magnitude of the correlation between the construct and its indicators and indicators from constructs in other blocks. Good *discriminant validity* is indicated by the *cross-loading value* to other constructs must be lower than the *loading value* of the construct itself, and the square root of the AVE value for each construct must be greater than the correlation between constructs (Hair et al., 2019).

b. Reliability Test

Reliability is the consistency of measurement (Walizer, 1987). According to (Cooper & Schindler, 2017), reliability is a measurement characteristic related to accuracy, precision, and consistency. Reliability testing in this study used *Average Variance Extracted*, *Composite Reliability*, and *Cronbach's Alpha*.

1) Average Variance Extracted

The AVE value is used to measure the amount of variance captured by the construct compared to the variance caused by measurement error. The recommended AVE value should be greater than 0.50, meaning that 50% or more of the indicator's variance can be explained. The following is the formula for calculating AVE:

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum var \varepsilon_i}$$

Information:

λ_i : loading component to the indicator

$var \varepsilon_i$: $1 - \lambda_i^2$

2) Composite reliability

In conducting a reliability test of a construct, *the composite reliability* must have a value greater than 0.70 in confirmatory research.

3) Cronbach's alpha

Cronbach's Alpha is a measure of reliability that has a value ranging from zero to one (Hair et al., 2019). In this study, reliability was sought using the *alpha formula* or *Cronbach's alpha* because the questionnaire instrument used was a range between several values, in this case using a Likert scale of 1 to. The *Cronbach's alpha formula* is as follows:

$$r_{11} = \left[\frac{k}{(k-1)} \right] + \left[1 - \frac{\sum \sigma^2 b}{\sum \sigma^2 t} \right]$$

Information:

r_{11} : instrument reliability

k : number of questions

$\sigma^2 t$: total variance

$\sum \sigma^2 b$: the number of item variances for each question

If the Cronbach's alpha value is ≥ 0.60 , it can be concluded that all indicators are reliable (Hair et al., 2019).

3. Model Test (Outer model)

Will test the Goodness of Fit , coefficient of determination (R-squared) and Q-Square (Q2), of the structural model.

a. Goodness of Fit Test

Goodness of fit or goodness of fit test can be used to determine the Q^2 value. The first measure of fit proposed in the literature SEM is the normed fit index (NFI) (Cooper & Schindler, 2017). The mode fit test is used to understand the model used to find out whether the model is suitable or not. not with data. NFI value in values between 0 and 1, the mode has a high fit if the values are close (Cooper & Schindler, 2017).

b. R-Square Value (R2)

The R^2 value indicates the determination of the exogenous variable on the endogenous variable. A higher R^2 value indicates a better level of determination.

c. Q-Square Value (Q2)

The Q^2 value in structural model testing is done by looking at the Q^2 value (*predictive relevance*). The Q^2 value can be used to measure how well the observation values generated by the model and its parameters. The formula used to calculate Q^2 is as follows: $Q\text{-square} = 1 - [(1 - R^2_1) \times (1 - R^2_2) \dots]$ where, $R^2_1, R^2_2 = R\text{-square}$ of endogenous variables in the model. The Q^2 value > 0 indicates that the model has *predictive relevance* , while the Q^2 value < 0 indicates that the model lacks *predictive relevance* .

4. Hypothesis testing

The technique used to test the hypothesis is Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0 software. PLS-SEM is a multivariate analysis technique used to examine the relationship between independent variables and dependent variables in complex structural models. In this study, PLS-SEM was used to examine the relationship between work-life balance, intrinsic motivation, job satisfaction, and subjective well-being. In addition, it was also used to test the significance of the path coefficient and calculate the confidence interval. In PLS-SEM, hypothesis testing is carried out by testing the significance of the path coefficient.

a. Path Coefficient Direct

The path coefficient is the magnitude of the relationship or influence between constructs. Hypothesis testing in this study can be seen in *t statistics* or *p values* (*critical ratio*) and the *original sample value* obtained from the *bootstrapping process* . A *p-value* <0.10 indicates a direct or indirect influence, while a *p-value* > 0.10 indicates no direct or indirect influence. According to (Cooper & Schindler, 2017), the criteria for the influence of a variable relationship are declared acceptable if the *t-statistic value* is greater than the *t-table*. The significance values used (*two-tailed*) *t-statistic* are 1.66 (*significance level* = 10%), 1.96 (*significance level* = 5%), and 2.58 (*significance level* = 1%). A *t-statistic value* > 1.66, *t-statistic* >1.96, or *t-statistic* >2.58 indicates the significance of the influence of the variable relationship (according to their respective *significance levels*). In this study, the significance value used was a *t-statistic* of 1.66 (*significance level* = 10%). To see the direction of the hypothetical relationship , the *original sample value* was used. If the *original sample value* is positive, it means the direction of the hypothetical relationship is positive, while if the *original sample value* is negative, the direction of the hypothetical relationship is negative (Cooper & Schindler, 2017).

b. Path Coefficient in Direct

The significance of the mediation effect can be tested using the Sobel test. In this study, there is an intervening variable, namely the adequacy of Job Satisfaction. According to Cooper & Schindler (2017), a variable is called an intervening variable if it influences the relationship between the independent variable and the dependent variable. Testing the mediation hypothesis can be done using a procedure developed by Sobel (1982) and is known as the Sobel test. The Sobel test is carried out by testing the strength of the indirect influence of the independent variable (X) on the dependent variable (Y) through the intervening variable (M). The indirect influence of X to Y through M is calculated by multiplying the path X→M (a) by the path M→Y (b) or ab. So the coefficient $ab = (c - c')$, where c is the influence of X on Y without controlling M, while c' is the coefficient of the influence of X on Y after controlling M. The standard error of the coefficients a and b is written as Sa and Sb, the magnitude of the standard error of the indirect effect Sab is calculated using the formula below:

$$Sab = \sqrt{b^2Sa^2 + a^2Sa^2 + Sa^2Sb^2}$$

To test the significance of the indirect effect, we need to calculate the t value of the ab coefficient using the following formula:

$$t = \frac{ab}{Sab}$$

This calculated t-value is compared with the t-table value, which is ≥ 1.96 for 5% significance, and $t\text{-table} \geq 1.64$ indicates a 10% significance value. If the calculated t-value is greater than the t-table value, it can be concluded that a mediation effect occurs (Cooper & Schindler, 2017).

3. Results

3.1 Descriptive Analysis

Table 2 presents characteristics demographic respondents, including type gender, age, last education and length of service. The majority respondents is men, who represent 65 percent of the total sample. In terms of length of service, 15 percent have a working period low (<1 year), 80 percent have a working period medium (1–5 years), and 5 percent have a working period high (>5 years).

Table 2. Demographic Characteristics of Respondents

Characteristics	Category	Amount	Percentage
Gender	Man	144	65
	Woman	77	35
Total		221	100.0
Age	< 25 years	77	35
	25 - < 30 years	35	16
	30 - < 35 years	47	21
	35 - < 40 years	25	11
	40 - < 45 years	20	9
	> 45 years	17	8
Total		221	100.0
last education	High School/Vocational School	70	32
	D1 - D3	35	16
	S1/D4	100	45
	S2	16	7
Total		221	100.0
Years of service	Less than 1 year	33	15
	Between 1 - 5 years	177	80
	More from 5 years	11	5
Total		221	100.0

3.2 Validity and reliability test

Before testing hypothesis, all instrument measurement checked validity and reliability. The results declared valid if the outer loading value is 0.4 to with 0.7 then must notice mark AVE and CR conditions. All outer loading value has been fulfil conditions, so that can further tests were carried out show that the items are valid and mutually exclusive related.

Table 2. Demographic Characteristics of Respondents

Indicator	Factor Loading	CA*	CR*	AVE
Trust Organizational	0,841	0.809	0.821	0.687
Leadership Inclusion	0,801	0.828	0.862	0.790
<i>Empowering Leadership</i>	0,782	0.805	0.853	0.754
Security psychological	0,802	0.765	0.800	0.822
Conflict group	0,882	0.751	0.795	0.867

Based on results SMARTPLS calculation on the composite reliability value of all variables above 0.7 and values Cronbach's alpha throughout variables above 0.6. Pay attention matter mentioned , all items used in study has fulfil minimum requirements for reliability testing , so that can to be continued to testing stage furthermore

3.3 Analisis Hipotesis

A. Direct effect

		Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
H1	X1 -> Y1	0,196	0,416	0,018	4,081	0,001
H2	X2 -> Y1	0,617	0,647	0,058	15,966	0,000
H3	X3 -> Y1	0,388	0,398	0,031	5,032	0,003
H4	X1 -> Y2	0,768	0,767	0,030	25,402	0,000
H5	X2 -> Y2	0,380	0,371	0,040	9,510	0,000
H6	X3 -> Y2	0,132	0,132	0,035	3,792	0,000
H7	Y1 -> Y2	1,113	1,083	0,059	18,760	0,000

Based on the bootstrapping output, the results of the path coefficient and hypothesis tests are as follows:

a) The Influence of Organizational Trust on Psychological Safety

The test results show that organizational trust (X1) has a positive and significant effect on psychological safety (Y1) with a coefficient value of 0.196, a T-statistic of 4.081, and a P-value of 0.001. This indicates that the higher the level of employee trust in the organization, the higher the perceived psychological safety. Employees who trust the organization tend to be more comfortable in expressing opinions, ideas, and mistakes.

b) The Influence of Inclusive Leadership on Psychological Safety

The results show that inclusive leadership (X2) has a positive and significant effect on psychological safety (Y1) with a coefficient of 0.617, a T-statistic of 15.966, and a P-value of 0.000. This means that open, fair leadership that values employee contributions can significantly

increase psychological safety. A high coefficient value indicates that this variable is a dominant factor in shaping psychological safety.

c) The Influence of *Empowering Leadership* on Psychological Safety

The test results show that empowering leadership (X3) has a positive and significant effect on psychological safety (Y1) with a coefficient of 0.388, a T-statistic of 5.032, and a P-value of 0.003. This indicates that granting authority, trust, and support to employees can increase their sense of psychological safety. Employees feel more confident and are less afraid to take initiatives.

d) The Influence of Organizational Trust on Group Conflict

The results indicate that Organizational Trust has a significant effect on Group Conflict ($\beta = 0.768$, $T = 25.402$, $p < 0.001$). Therefore, H4 is supported. These findings suggest that organizational trust plays an important role in shaping interactions among employees.

e) The Influence of Inclusive Leadership on Group Conflict

The test results show that inclusive leadership (X2) has a positive and significant effect on group conflict (Y2) with a coefficient of 0.380, a T-statistic of 9.510, and a P-value of 0.000. These results indicate that the more inclusive the leadership, the more group conflict increases, but in the context of constructive conflict (functional conflict). Inclusive leadership encourages openness, so that differences of opinion arise more frequently.

f) The Influence of *Empowering Leadership* on Group Conflict

The results show that empowering leadership (X3) has a negative and significant effect on group conflict (Y2) with a coefficient of 0.132, a T-statistic of 3.792, and a P-value of 0.000. This means that the higher the empowerment provided by leaders, the lower the group conflict. This is because employees have clarity of roles, responsibilities, and self-confidence in their work.

g) The Influence of Psychological Safety on Group Conflict

The test results show that psychological safety (Y1) has a positive and significant effect on group conflict (Y2) with a coefficient of 1.113, a T-statistic of 18.760, and a P-value of 0.000. This indicates that higher psychological safety also increases group conflict. However, the conflicts that occur tend to be constructive, as employees feel safe expressing differences of opinion.

B. Indirect test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y1 -> Y2	0,183	0,983	0,031	4,746	0,000
X2 -> Y1 -> Y2	0,420	0,421	0,045	15,305	0,000
X3 -> Y1 -> Y2	0,476	0,479	0,056	7,447	0,000

Based on SMARTPLS3 bootstrapping results, explanation effect mediation is as following:

a) Security Psychological Mediating Influence Trust Organizational to Conflict Group

The analysis results show that the Original Sample (O) value is 0.183, the T-statistics value is 4.746, and the P-value is 0.000. Because the T-statistics value is greater than 1.96 and the P-value is less than 0.05, the indirect effect is declared significant. This means that Psychological Safety is able to mediate the influence of Organizational Trust on Group Conflict. This finding indicates that the higher the trust given by the organization to employees, the higher the sense of psychological safety felt by employees. This condition helps reduce misunderstandings, increases open communication, and suppresses the potential for conflict between work group members.

b) Security Psychological Mediating Influence Leadership Inclusive to Conflict Group

The test results show an Original Sample (O) value of 0.420, a T-statistic value of 15.305, and a P-value of 0.000. These values meet the significance criteria because the T-statistic > 1.96 and P-value < 0.05 . Thus, Psychological Safety is proven to mediate the effect of Inclusive Leadership on Group Conflict. These results indicate that inclusive leaders, who value the opinions of subordinates, provide opportunities for participation, and create an open work environment, are able to increase employee psychological safety. When employees feel safe to express ideas and opinions without fear of negative consequences, the potential for conflict within the group can be minimized.

c) Security Psychological Mediating Influence *Empowering Leadership* to Conflict Group

Based on the analysis results, the Original Sample (O) value was 0.476, the T-statistics value was 7.447, and the P-value was 0.000. Since the T-statistics value was greater than 1.96 and the P-value was less than 0.05, the indirect effect was declared significant. This indicates that Psychological Safety is able to mediate the effect of Empowering Leadership on Group Conflict. This finding indicates that when leaders provide trust, authority, and opportunity to employees to make decisions, employees will feel more appreciated and have a sense of security in their work. High psychological safety encourages the creation of better cooperation so that group conflict can be managed and minimized.

4. Discussion

4.1 Overall Interpretation of the Findings

This study investigated the relationships among organizational trust, inclusive leadership, empowering leadership, psychological safety, and group conflict within the Indonesian e-commerce industry. Overall, the findings demonstrate that organizational trust and leadership practices play a fundamental role in creating psychologically safe workplaces where employees feel comfortable expressing opinions, sharing ideas, and participating actively in organizational decision-making. More importantly, the findings reveal that psychological safety serves as a key psychological mechanism linking organizational and leadership factors with employee interactions in the workplace.

The findings also indicate that leadership does not simply reduce workplace conflict. Instead, effective leadership encourages a work environment in which employees feel sufficiently safe to exchange different perspectives and challenge existing ideas. Consequently, group conflict should not always be interpreted as a negative organizational outcome. When managed appropriately, conflict may become constructive by stimulating creativity, improving decision quality, and strengthening organizational learning. This perspective extends previous organizational behavior research by demonstrating that psychological safety enables employees to engage in productive disagreements without damaging interpersonal relationships.

Furthermore, the results provide empirical evidence that organizational trust, inclusive leadership, and empowering leadership should not be viewed as independent managerial practices. Rather, these organizational resources complement one another in creating a supportive work climate that encourages collaboration, open communication, and mutual respect among employees. Such findings are particularly relevant for organizations operating in highly dynamic environments where rapid adaptation, continuous innovation, and effective teamwork determine organizational performance.

4.2 Organizational Trust, Inclusive Leadership, Empowering Leadership, and Psychological Safety

The findings confirm that organizational trust, inclusive leadership, and empowering leadership significantly enhance employees' psychological safety. These results indicate that psychological safety develops when employees perceive both their organization and their leaders as supportive, trustworthy, and willing to involve employees in organizational processes. Employees who trust organizational policies and leadership practices are more likely to express opinions, acknowledge mistakes, and contribute innovative ideas because they believe that such behaviors will not result in negative interpersonal consequences.

The positive relationship between organizational trust and psychological safety reinforces previous arguments suggesting that trust constitutes the foundation of healthy organizational relationships. Employees who perceive organizational procedures as transparent, fair, and consistent are more confident in communicating openly with supervisors and colleagues. This finding supports the work of Edmondson (1999), who argued that psychological safety emerges when individuals believe that interpersonal risk-taking is accepted within the work environment. Likewise, Joo et al. (2023) demonstrated that organizational trust strengthens employees' willingness to participate openly in teamwork through increased psychological safety. The present study confirms these findings within the context of Indonesia's rapidly growing e-commerce industry, suggesting that organizational trust remains equally important in organizations characterized by high operational complexity and continuous organizational change.

Inclusive leadership also demonstrated a strong positive influence on psychological safety. Leaders who actively encourage participation, appreciate diverse viewpoints, and treat employees fairly create an atmosphere in which employees feel respected regardless of their

position within the organization. Such leadership behaviors reduce employees' concerns about criticism or rejection, thereby encouraging greater participation in discussions and collaborative decision-making. Although these findings are consistent with Carmeli et al. (2010), the present study extends previous research by showing that inclusive leadership remains highly effective within technology-driven organizations where collaboration across multiple functions is essential for achieving organizational objectives.

Similarly, empowering leadership significantly contributes to employees' psychological safety. Delegating authority, encouraging autonomy, and providing employees with opportunities to make work-related decisions strengthen employees' confidence in their own capabilities. Rather than relying solely on managerial supervision, employees become increasingly willing to take initiative and assume responsibility for organizational outcomes. These findings support previous studies suggesting that empowering leadership enhances employee confidence and proactive work behavior. However, unlike earlier research that primarily examined empowerment as a motivational factor, this study demonstrates that empowerment simultaneously functions as an important psychological resource that encourages employees to communicate openly and collaborate more effectively.

Taken together, these findings suggest that psychological safety should not be viewed merely as an individual psychological condition. Instead, it represents an organizational climate shaped collectively by trustworthy organizational practices and supportive leadership behaviors. Consequently, organizations seeking to improve collaboration should invest not only in leadership development but also in organizational systems that consistently promote fairness, transparency, and employee participation.

4.3 Leadership, Psychological Safety, and Group Conflict

The findings reveal that the relationships between leadership practices, psychological safety, and group conflict are more complex than those suggested by traditional organizational theories. Rather than simply reducing conflict, effective leadership appears to influence the nature of conflict itself. The results indicate that inclusive leadership and psychological safety are associated with higher levels of group conflict, whereas empowering leadership contributes to reducing conflict within work teams. These findings suggest that workplace conflict should be interpreted from both constructive and destructive perspectives instead of being viewed solely as an undesirable organizational outcome.

One particularly interesting finding concerns the positive relationship between inclusive leadership and group conflict. Although previous studies often assume that supportive leadership reduces interpersonal disagreement, the present findings suggest a different explanation. Inclusive leaders encourage employees to express opinions freely, challenge existing assumptions, and actively participate in decision-making processes. As employees become increasingly comfortable communicating diverse viewpoints, differences in perspectives naturally emerge during discussions. Rather than indicating dysfunctional relationships, these

disagreements are more likely to represent task-related conflict, which has been widely recognized as beneficial for organizational learning and innovation.

This interpretation is consistent with Jehn and Bendersky (2003), who argued that moderate levels of task conflict encourage employees to evaluate alternative solutions more critically and improve decision quality. However, unlike studies that primarily associate leadership with conflict reduction, the present findings indicate that inclusive leadership may actually increase constructive disagreement while simultaneously maintaining positive interpersonal relationships. Therefore, leaders should not interpret every disagreement as evidence of ineffective teamwork but rather as an indication that employees feel sufficiently safe to contribute different perspectives.

In contrast, empowering leadership demonstrated a significant influence in reducing group conflict. Employees who receive greater autonomy and clearly defined responsibilities are less likely to experience misunderstandings regarding their respective roles. Empowerment also increases employees' sense of ownership toward organizational goals, encouraging collaboration instead of unnecessary competition among team members. These findings support previous studies suggesting that empowering leadership enhances teamwork by strengthening accountability and reducing ambiguity in daily work activities. Within highly dynamic organizations such as Shopee, where employees frequently coordinate across multiple functions, clear delegation of authority appears particularly important for minimizing interpersonal tension and improving operational effectiveness.

The findings further indicate that psychological safety positively influences group conflict. At first glance, this relationship appears contradictory because psychological safety is generally expected to reduce workplace conflict. However, a more careful interpretation suggests that psychologically safe employees are simply more willing to express concerns, question existing procedures, and provide constructive feedback without fear of negative consequences. Consequently, discussions become more active, and differences in opinion become more visible. Rather than reflecting dysfunctional conflict, these interactions represent healthy exchanges of ideas that facilitate organizational learning and continuous improvement.

This finding extends Edmondson's (1999) theory by demonstrating that psychological safety not only encourages interpersonal openness but also creates conditions in which constructive conflict can emerge naturally. Employees who perceive their work environment as psychologically safe are less likely to avoid difficult conversations, enabling organizations to identify problems earlier and develop more innovative solutions. Accordingly, managers should distinguish between destructive interpersonal conflict and productive task conflict when evaluating team performance.

Taken together, these findings demonstrate that effective leadership should not be evaluated solely according to its ability to eliminate workplace conflict. Instead, successful leaders create environments where employees can openly discuss differences, challenge assumptions, and

collaboratively solve organizational problems while maintaining mutual trust and respect. Such an environment is particularly valuable in digital organizations characterized by rapid change, continuous innovation, and intensive teamwork.

4.4 The Mediating Role of Psychological Safety

The mediation analysis provides deeper insights into the mechanisms through which organizational trust, inclusive leadership, and empowering leadership influence group conflict. The findings demonstrate that psychological safety significantly mediates the relationships between these organizational factors and group conflict, indicating that leadership practices and organizational trust do not directly shape employee interactions alone. Instead, they first establish a psychologically safe work environment that subsequently influences how employees manage disagreements and collaborate within teams.

The mediating role of psychological safety supports the theoretical perspective proposed by Edmondson (1999), which emphasizes that employees are more willing to engage in interpersonal risk-taking when they believe that expressing ideas, acknowledging mistakes, or questioning existing practices will not lead to negative personal consequences. Under these conditions, employees become more open in sharing information and discussing work-related problems, allowing differences of opinion to be addressed through constructive dialogue rather than interpersonal confrontation. Consequently, psychological safety functions as a psychological mechanism that transforms organizational trust and leadership practices into more effective team interactions.

These findings are generally consistent with Joo et al. (2023), who reported that psychological safety mediates the relationships between organizational trust, empowering leadership, and group conflict. However, the present study extends previous research by integrating organizational trust, inclusive leadership, and empowering leadership within a single conceptual framework. Rather than examining these leadership variables independently, this study demonstrates that different leadership approaches collectively foster psychological safety, which subsequently influences conflict management within organizations.

An interesting implication of these findings is that psychological safety should not be interpreted merely as an individual psychological condition. Instead, it represents an organizational capability that enables employees to communicate openly, exchange knowledge, and resolve disagreements more effectively. Therefore, organizations seeking to improve teamwork should prioritize developing psychologically safe work environments rather than focusing exclusively on reducing conflict itself. When employees feel psychologically secure, disagreements are more likely to generate learning, creativity, and continuous improvement instead of interpersonal hostility.

4.5 Theoretical Contributions

This study makes several important contributions to the organizational behavior literature.

First, this research extends previous studies by integrating organizational trust, inclusive leadership, and empowering leadership into a comprehensive research model explaining group conflict through psychological safety. While earlier studies generally examined these variables separately, the present study demonstrates that they operate simultaneously in shaping employees' psychological experiences and workplace interactions. This integrated perspective provides a more comprehensive understanding of leadership effectiveness in modern organizations.

Second, this study enriches the literature on psychological safety by providing empirical evidence from Indonesia's e-commerce industry. Existing studies have predominantly focused on healthcare, hospitality, education, and manufacturing sectors, whereas limited empirical evidence has been available from technology-driven organizations operating in emerging economies. Considering the dynamic nature of digital businesses characterized by rapid organizational change, cross-functional collaboration, and demanding operational targets, the present findings confirm that psychological safety remains a critical organizational resource regardless of industrial context.

Third, this study contributes to conflict management theory by demonstrating that workplace conflict should not always be interpreted negatively. The findings indicate that leadership practices and psychological safety may increase constructive forms of conflict by encouraging employees to express diverse opinions and challenge existing assumptions. This finding supports the interactionist perspective of organizational conflict, which argues that moderate levels of task-related conflict contribute positively to creativity, organizational learning, and decision quality. Consequently, effective leadership should focus on managing conflict constructively rather than attempting to eliminate disagreement entirely.

4.6 Practical Implications

The findings offer several practical implications for managers, particularly those working in digital and technology-driven organizations where innovation, rapid adaptation, and collaboration are essential for organizational success.

First, organizations should strengthen organizational trust by implementing transparent communication, consistent managerial practices, and fair performance evaluation systems. Employees who perceive organizational processes as fair are more likely to trust management, participate actively in organizational activities, and collaborate effectively with colleagues.

Second, organizations should invest in leadership development programs that promote inclusive leadership behaviors. Leaders who actively encourage employee participation, appreciate diverse perspectives, and provide equal opportunities for contribution can foster stronger psychological safety and improve the overall quality of teamwork.

Third, empowering leadership should be strengthened by delegating authority appropriately, encouraging employee autonomy, and supporting independent decision-making. Employees who feel trusted to perform their responsibilities generally demonstrate greater confidence, accountability, and willingness to cooperate with others in achieving organizational objectives. Finally, managers should recognize that constructive disagreement represents an important organizational resource. Rather than suppressing every conflict, organizations should develop psychologically safe workplaces where employees feel comfortable exchanging ideas, challenging assumptions, and collaboratively identifying innovative solutions to organizational problems. Such practices are particularly important for organizations operating in rapidly changing digital environments where continuous learning and adaptability determine long-term competitiveness.

4.7 Additional Factors Affecting Group Conflict

Although this study successfully explains the relationships among organizational trust, leadership, psychological safety, and group conflict, workplace conflict is influenced by numerous organizational and contextual factors beyond the scope of the present research. Variables such as organizational culture, workload, job stress, communication quality, role ambiguity, and individual personality characteristics may also influence how employees respond to workplace disagreements.

For instance, excessive workload and high job demands may increase emotional exhaustion, making employees more susceptible to interpersonal conflict regardless of leadership quality. Similarly, ineffective communication systems or unclear job responsibilities may create misunderstandings that trigger conflict even in organizations characterized by high levels of trust and psychological safety. Organizational culture also determines whether disagreements are perceived as opportunities for learning or as threats to interpersonal relationships.

Accordingly, future research should incorporate these contextual variables to obtain a more comprehensive understanding of group conflict. Expanding the study across multiple organizational branches, industries, and cultural settings would also improve the generalizability of the findings while providing broader insights into conflict management within contemporary organizations.

5. Conclusion

This study examined the effects of organizational trust, inclusive leadership, and empowering leadership on group conflict, with psychological safety serving as a mediating variable among employees of Shopee Solo Branch. The findings demonstrate that organizational trust, inclusive leadership, and empowering leadership significantly enhance employees' psychological safety, confirming that supportive organizational environments and effective leadership practices are essential for creating workplaces where employees feel comfortable expressing ideas, sharing concerns, and participating in decision-making.

The study further reveals that the relationships between leadership practices and group conflict are more complex than traditionally assumed. Inclusive leadership and psychological safety were found to increase constructive group conflict by encouraging employees to openly exchange ideas and engage in collaborative problem-solving, whereas empowering leadership contributed to reducing destructive conflict by strengthening employees' sense of responsibility and role clarity. Furthermore, psychological safety significantly mediated the relationships between organizational trust, inclusive leadership, empowering leadership, and group conflict, highlighting its central role as the underlying psychological mechanism linking leadership practices with employee interactions.

Overall, these findings suggest that organizations should not focus solely on eliminating workplace conflict. Instead, managers should cultivate organizational trust, inclusive leadership, empowering leadership, and psychological safety to transform conflict into a constructive process that supports organizational learning, innovation, and team effectiveness.

6. Practical Implications

The findings provide several practical implications for managers, particularly those operating in digital and technology-driven organizations where teamwork, rapid decision-making, and cross-functional collaboration are essential. First, organizations should strengthen organizational trust through transparent communication, fair performance evaluation systems, and consistent managerial practices. Employees who trust their organization are more likely to participate openly and contribute positively to organizational goals.

Second, organizations should encourage inclusive leadership by developing leaders who actively listen to employees, value diverse perspectives, and involve team members in decision-making processes. Such leadership behaviors foster psychological safety and create an environment where constructive discussions can flourish.

Third, managers should implement empowering leadership by delegating authority, encouraging employee autonomy, and providing sufficient support for independent decision-making. Empowered employees tend to demonstrate greater responsibility, confidence, and collaboration, thereby reducing unnecessary interpersonal conflict.

Finally, organizations should recognize that constructive conflict is not inherently harmful. Rather than suppressing all disagreements, managers should create psychologically safe environments where employees can respectfully challenge ideas, exchange different perspectives, and collaboratively identify innovative solutions to organizational problems.

7. Limitations and Future Research

Several limitations should be considered when interpreting the findings of this study. First, the research employed a cross-sectional design using self-reported questionnaire data collected from the same respondents. Consequently, the findings may be subject to common method bias and

social desirability bias because all variables were measured from a single source at one point in time. Future studies are encouraged to employ multiple data sources, supervisor evaluations, or longitudinal research designs to minimize these potential biases.

Second, this study was conducted exclusively among employees of a single Shopee branch. Although this context provides valuable insights into leadership and employee behavior within the Indonesian e-commerce industry, the findings may not be fully generalizable to other organizational branches, industries, or cultural settings. Organizational characteristics, leadership styles, and workplace cultures may vary considerably across organizations, potentially influencing the relationships examined in this study.

Third, although organizational trust, inclusive leadership, empowering leadership, and psychological safety explain important aspects of group conflict, other organizational variables may also influence conflict dynamics. Factors such as organizational culture, workload, job stress, communication quality, role ambiguity, and individual personality characteristics were beyond the scope of this study but may contribute substantially to workplace conflict. Future research should incorporate these contextual variables to develop a more comprehensive understanding of group conflict across diverse organizational environments.

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