



The Influence of Inclusive Leadership on Knowledge Sharing Behavior: Psychological Safety as A Mediated Variable Among Cross-Generational Civil Servants at The Riau Provincial Governor's Office

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Keywords:	Abstract
Inclusive Leadership; Knowledge Sharing Behavior; Psychological Safety; Generational Differences; Civil Servants.	Purpose – This study aims to examine the mediating role of psychological safety in the relationship between inclusive leadership and knowledge-sharing behavior (KSB) among civil servants while exploring potential intergenerational differences between younger and senior cohorts. Method – Using a cross-sectional, quantitative explanatory design, this study collected survey data from 209 civil servants at the Regional Secretariat of Riau Province through proportionate stratified random sampling. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) and PLS Multi-Group Analysis (PLS-MGA) in SmartPLS. Findings – The results indicate that inclusive leadership has a significant positive effect on psychological safety but does not have a significant direct effect on KSB. Conversely, psychological safety significantly enhances KSB and serves as a full mediator in the relationship between inclusive leadership and KSB. Furthermore, PLS-MGA reveals significant intergenerational differences: the effect of inclusive leadership on psychological safety is markedly stronger among the younger cohort. However, no significant generational differences were observed in the direct relationship between inclusive leadership and KSB. Originality/Value – This study contributes to the literature by challenging the assumption of homogeneity among public-sector personnel. By employing PLS-MGA, it reveals distinct sociopsychological sensitivities across generational cohorts within local government bureaucracy. Practical Implications – The findings demonstrate that inclusive leadership cannot independently promote knowledge-sharing behavior without first establishing a foundation of psychological safety. Consequently, local governments should formulate inclusive governance guidelines, implement leadership training focused on psychological safety, and establish intergenerational reverse-mentoring programs to reduce interpersonal anxiety among younger civil servants, thereby fostering a more collaborative bureaucratic environment.

INTRODUCTION

The transformation of modern public bureaucracy in the era of digital governance and Electronic-Based Government Systems (SPBE) demands a fundamental shift toward intellectual capital-based management. The success of government institutions in delivering adaptive public services is no longer determined solely by technological infrastructure but also by the dynamics

of knowledge-sharing behavior (KSB) among civil servants (Aparatur Sipil Negara/ASN) (van den Hooff & de Ridder, 2004). Within the Regional Secretariat (Sekretariat Daerah) of Riau Province, which serves as a policy coordination and control center, a seamless flow of knowledge is an essential prerequisite for preventing strategic experience and innovation from becoming isolated. However, bureaucratic practice is frequently constrained by cultural barriers, particularly knowledge hoarding, which poses a significant risk of knowledge loss when senior officials retire (Wang & Noe, 2010).

The challenges of knowledge management at the Riau Provincial Governor's Office are further compounded by the high level of demographic diversity among personnel. The coexistence of senior employees from the Baby Boomer and Generation X cohorts alongside younger employees from Generation Y/Millennial and Generation Z cohorts, combined with differences in employment status between permanent civil servants (*Pegawai Negeri Sipil/PNS*) and Government Employees with Work Agreements (*Pegawai Pemerintah dengan Perjanjian Kerja/PPPK*), creates distinctive interaction dynamics (Kupperschmidt, 2000). On the one hand, senior civil servants possess extensive bureaucratic experience and institutional knowledge of policy development. On the other hand, younger civil servants contribute digital fluency and a strong orientation toward innovation. Nevertheless, differences in age, length of service, and rigid occupational hierarchies may contribute to generational and communication gaps, whereby younger employees may hesitate to express novel ideas while senior personnel may be reluctant to adopt contemporary work practices (Kupperschmidt, 2000; Wang & Noe, 2010).

From a sociopsychological perspective, civil servants' reluctance to engage in knowledge sharing may stem from heightened anxiety regarding interpersonal risks in the workplace. Traditional paternalistic bureaucratic cultures that penalize technical errors may foster a culture of silence in which employees adopt passive behaviors to protect their career stability. In the organizational behavior literature, a critical variable that can mitigate these cognitive and interpersonal barriers is psychological safety (Edmondson, 1999). Psychological safety refers to a shared belief that the work environment is safe for interpersonal risk-taking, including expressing critical ideas, asking questions, and acknowledging mistakes without fear of embarrassment or punishment (Edmondson, 1999). In the absence of such a conducive climate, knowledge-sharing activities, including knowledge donating and knowledge collecting, may become mere formalities that fail to facilitate the transfer of valuable tacit knowledge (van den Hooff & de Ridder, 2004).

Fostering psychological safety and encouraging proactive engagement across generations require targeted interventions through contemporary leadership approaches, particularly inclusive leadership (Nemphard & Edmondson, 2006). Inclusive leadership is characterized by leader behaviors that demonstrate openness, accessibility, and availability in interactions with employees (Carmeli et al., 2010). Drawing on Social Exchange Theory (SET) (Blau, 1964), employees who perceive that leaders genuinely appreciate their unique contributions, regardless of age, seniority, or organizational grade, may reciprocate such positive treatment through greater trust, engagement, and commitment (Blau, 1964; Baqir, M. S., Hussain, S., Mubeen, R., &

Terason, 2020). Consequently, inclusive leadership may serve as a catalyst for reducing rigid hierarchical barriers and creating a psychologically safe and collaborative bureaucratic environment (Carmeli et al., 2010).

Although the relationships among these variables have been widely examined in the international literature (Carmeli et al., 2010; Nembhard & Edmondson, 2006; Zeng et al., 2020), most prior studies have focused on private-sector or healthcare organizations, which generally operate with more flexible organizational structures. Empirical investigation within public-sector settings characterized by rigid regulations, formalized procedures, and strong seniority structures remains comparatively limited. In Indonesia, Wibawa and Rahyuda (2021) confirmed the mediating role of psychological safety in the banking sector; however, they did not examine this framework within local government bureaucracies, which operate under substantially different administrative and governance dynamics, thereby indicating an empirical gap. Furthermore, much of the existing literature treats workforce populations as homogeneous groups. The novelty of this study lies in integrating a comparative cross-generational perspective through Partial Least Squares Multi-Group Analysis (PLS-MGA) to examine differences in the structural relationships between senior and younger generational cohorts (Hair et al., 2022; Kupperschmidt, 2000).

To address these empirical gaps and advance this novel perspective, this study aims to empirically examine the direct effects of inclusive leadership on psychological safety and knowledge-sharing behavior (Baqir et al., 2020; Carmeli et al., 2010), the effect of psychological safety on knowledge-sharing behavior (Edmondson, 1999), the mediating role of psychological safety (Preacher & Hayes, 2008; Wibawa & Rahyuda, 2021), and intergenerational differences in the structural paths assessed through PLS-MGA (Hair et al., 2022). A quantitative explanatory approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to data collected from 209 civil servants at the Regional Secretariat of Riau Province, selected through proportionate stratified random sampling. The findings are expected to contribute theoretically by extending human resource management literature grounded in Social Exchange Theory (Blau, 1964) and practically by providing strategic recommendations for the Riau Provincial Government and the Regional Personnel Agency (*Badan Kepegawaian Daerah/BKD*) in designing inclusive leadership frameworks aligned with the BerAKHLAK core values (Zeng et al., 2020).

The urgency of this research is underscored by several factors. First, Indonesia is experiencing a demographic shift within its public-sector workforce, with younger generations comprising an increasingly substantial proportion of civil servants. Second, the Electronic-Based Government System (SPBE) requires civil servants to collaborate across conventional organizational boundaries, making knowledge sharing a strategic imperative. Third, the potential loss of institutional knowledge resulting from the retirement of senior officials represents a significant organizational risk that requires systematic knowledge-transfer mechanisms. Fourth, the Riau Provincial Government has committed to implementing the BerAKHLAK core values, which emphasize harmonious and collaborative working relationships. This study addresses

these concerns by providing empirical evidence regarding the mechanisms through which inclusive leadership and psychological safety may facilitate knowledge sharing within this institutional context.

The research gap addressed by this study is threefold. First, although inclusive leadership and knowledge sharing have been investigated in various organizational contexts, relatively limited research has examined these relationships within Indonesian local government bureaucracies. Second, previous studies have rarely compared generational differences in the relationships among inclusive leadership, psychological safety, and knowledge-sharing behavior. Third, the mediating role of psychological safety in public-sector settings has not been extensively examined in conjunction with generational heterogeneity using PLS-SEM and PLS-MGA. This study addresses these gaps by providing empirical evidence from an Indonesian local government setting.

To reinforce this contribution, the primary novelty of this research lies in its integrative approach, which challenges the assumption of workforce homogeneity in the public sector by examining sociopsychological differences across generational cohorts within a local government bureaucracy using Partial Least Squares Multi-Group Analysis (PLS-MGA). Whereas conventional literature often assesses the effects of leadership on knowledge-sharing behavior using aggregate and linear models, this study identifies structural path differences across generational groups. Specifically, inclusive leadership exerts a significantly stronger influence on psychological safety among younger personnel than among their senior counterparts, indicating that younger civil servants may be more responsive to inclusive leadership practices in developing perceptions of interpersonal safety.

Social Exchange Theory (SET)

Social Exchange Theory (SET), pioneered by Blau (1964), serves as the primary theoretical foundation (grand theory) for explaining the relationships among the variables in this study. SET posits that social interactions in the workplace are governed by the principle of reciprocity. According to Sunyoto and Kalijaga (2024), the principle of reciprocity within Social Exchange Theory explains how individual behavior within groups or organizations is strongly influenced by perceptions of the treatment received from the work environment. Consequently, when an organization or leader provides treatment that is perceived as positive, supportive, and fair, employees may voluntarily reciprocate through positive work behaviors that extend beyond their formal job responsibilities. In the context of this study, when leaders demonstrate inclusive behaviors—such as actively listening to employees' aspirations and valuing subordinates' contributions regardless of their demographic backgrounds—civil servants are more likely to perceive emotional support and social recognition. This perception fosters psychological safety, which, in turn, motivates civil servants to reciprocate through active engagement in knowledge-sharing behavior for the collective benefit of the organization.

Knowledge Sharing Behavior (KSB)

Knowledge Sharing Behavior (KSB) refers to individual actions aimed at disseminating and facilitating the exchange of information, expertise, experience, and ideas among colleagues

within an organization (van den Hooff & de Leeuw van Weenen, 2004). Within the public bureaucracy, knowledge is broadly categorized into two primary forms: explicit knowledge (documents, regulations, SOPs, and structured data) and tacit knowledge (experience, intuition, local bureaucratic wisdom, and technical know-how embedded within individuals). Aligned with this conceptualization, Muizu et al. (2018) emphasize that the effectiveness of knowledge sharing within the Indonesian workplace highly depends on the willingness of public personnel to transfer their intellectual capital to enhance organizational efficiency and innovative capacity. According to van den Hooff and de Ridder (2004), KSB encompasses two main dimensions: (1) Knowledge Donating: Individual actions involving actively communicating and sharing one's intellectual capital with others. (2) Knowledge Collecting: Individual actions involving interacting and consulting with colleagues to encourage them to share their knowledge.

Inclusive Leadership (IL)

Inclusive leadership is defined by Nembhard and Edmondson (2006) as a leadership style that explicitly demonstrates openness, accessibility, and availability in interacting with subordinates. Carmeli et al. (2010) contend that inclusive leaders actively listen to subordinates' perspectives, appreciate individual uniqueness, and establish equal opportunities for all team members to participate in decision-making processes. In hierarchically structured government environments with rigid governance, inclusive leadership acts as a bridge that dismantles structural siloes and minimizes power distance. This phenomenon is supported by empirical findings in Indonesia by Wildanah et al. (2025), who confirmed that inclusive leadership plays a crucial role in mitigating the negative impacts of a high power distance culture, thereby fostering participatory dialogue and reducing top-down bureaucratic barriers. Through this approach, public sector leaders can transform rigid work cultures into more collaborative and adaptive environments for public servants.

Psychological Safety (PS)

Psychological safety refers to a shared perception among team members that their work environment is safe for interpersonal risk-taking (Edmondson, 1999). Individuals experiencing psychological safety believe they will not be humiliated, rejected, or career-penalized when voicing novel ideas, asking critical questions, acknowledging technical errors, or proposing modifications to work processes. Indonesian organizational psychologist Ratih Ibrahim stresses that psychological safety is not merely about maintaining politeness in the workplace; rather, it entails cultivating collective courage to provide candid feedback and admit mistakes without fear of adverse consequences. Therefore, in bureaucratic organizations, psychological safety plays a vital role in eroding the silence culture and alleviating fear of social or administrative sanctions that frequently stifle employee creativity.

METHOD

This study employed a quantitative approach with an explanatory research design to examine the causal and mediating relationships among Inclusive Leadership (IL), Knowledge-Sharing Behavior (KSB), Psychological Safety (PS), and generational cohorts. Generational

differences were assessed using Partial Least Squares Multi-Group Analysis (PLS-MGA). The study population comprised civil servants working at the Regional Secretariat of Riau Province, including permanent civil servants and contract-based government employees.

A proportionate stratified random sampling technique was used to ensure representation across organizational units and generational groups, resulting in a final sample of 209 respondents. For comparative analysis, respondents were classified into two generational groups: a senior cohort consisting of Baby Boomers and Generation X, and a younger cohort consisting of Millennials and Generation Z.

Data were collected using a structured closed-ended questionnaire measured on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The questionnaires were distributed both online and in printed form. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS. The analysis included assessment of the measurement model for convergent validity, discriminant validity, and construct reliability; assessment of the structural model; testing of indirect effects through bootstrapping; and multi-group analysis using PLS-MGA in conjunction with the Measurement Invariance of Composite Models (MICOM) procedure.

RESULTS AND DISCUSSION

Demographic Characteristics of Respondents

Before evaluating the structural model, a descriptive analysis of the respondents' demographic characteristics was performed to provide a comprehensive profile of the civil servants participating in this study. The respondent profiles were mapped across four primary demographic indicators: generational cohort, gender, employment status, and highest educational attainment. This demographic mapping is critical, as workforce diversity within local government bureaucracies serves as a key contextual factor influencing interaction dynamics, psychological safety, and knowledge sharing behaviors among public personnel. A detailed distribution of the 209 civil servants surveyed at the Regional Secretariat of Riau Province is presented in Table 1.

Table 1. Demographic Characteristics of Respondents (N = 209)

Demographic Characteristics	Category	Frequency (f)	Percentage (%)
Gender	Male	87	41.63%
	Female	122	58.37%
	Total	209	100%
Generational Cohorts	Senior Generation	60	28.71%
	Younger Generation	149	71.29%
	Total	209	100%
Employment Status	Civil Servants	185	88.52%
	Contract-based Government Employees	24	11.48%
	Total	209	100%
Highest Education Level	High School / Vocational High	21	10.05%

School		
Diploma / Associate Degree	10	4.78%
Bachelor's Degree	102	48.80%
Master's Degree	74	35.41%
Doctoral Degree	2	0.96%
Total	209	100%

As presented in Table 1, the demographic characteristics of the 209 civil servant respondents at the Regional Secretariat of Riau Province reveal a workforce configuration dominated by the younger generation (Gen Y/Millennials and Gen Z), accounting for 71.29% (149 respondents), whereas the senior generational cohort (Baby Boomers and Gen X) represents only 28.71% (60 respondents) of the total sample. This dominance of the younger cohort indicates that the bureaucratic regeneration process within the Riau Provincial Governor's Office is proceeding rapidly, reinforcing the urgency of fostering a work climate that is adaptive for an intergenerational workforce. Regarding gender distribution, female employees account for a higher proportion at 58.37% (122 respondents) compared to male employees at 41.63% (87 respondents). Meanwhile, in terms of employment status, the majority of respondents are Permanent Civil Servants, constituting 88.52% (185 respondents), with the remaining 11.48% (24 respondents) serving as Contract-Based Government Employees.

Furthermore, the respondents' profiles regarding their highest educational attainment reflect a high caliber of intellectual capital within the organization. The academic qualifications of the personnel are significantly dominated by bachelor's degree holders (S1) at 48.80% (102 respondents) and master's degree holders (S2) at 35.41% (74 respondents). Cumulatively, employees with higher education backgrounds (S1 and S2) comprise 84.21% of the total sample. The remaining distribution consists of employees with a high school background at 10.05% (21 respondents), diploma holders at 4.78% (10 respondents), and doctoral (S3) graduates at 0.96% (2 respondents). This high educational profile serves as a significant sociocultural asset for the effectiveness of knowledge sharing within the agency, provided it is supported by organizationally secure channels of psychological safety.

Measurement Model Evaluation (Outer Model)

The convergent validity assessment demonstrates that all indicator loading factors for the Inclusive Leadership (IL), Psychological Safety (PS), and Knowledge Sharing Behavior (KSB) constructs exceeded the required threshold of 0.70, with values ranging from 0.771 to 0.927. Additionally, the Average Variance Extracted (AVE) values for all constructs surpassed the minimum acceptable criterion of 0.50. The detailed factor loading results are presented below.

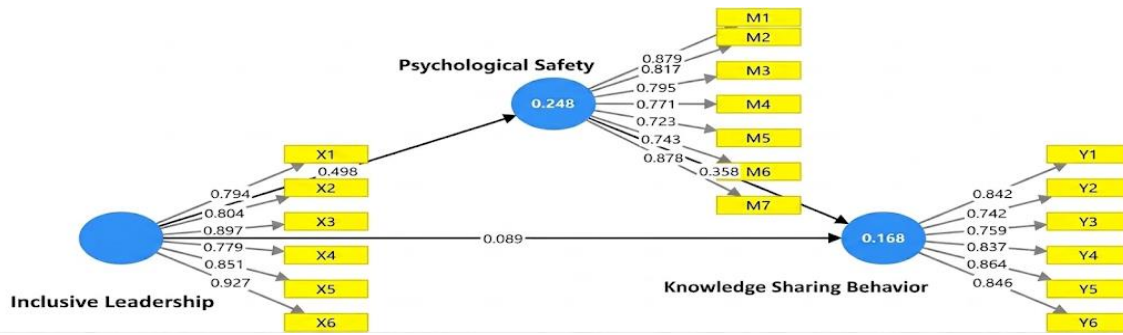


Figure 2. PLS-SEM Factor Loading Results

In addition, all constructs were confirmed to be reliable, as the Cronbach's Alpha and Composite Reliability values exceeded the recommended threshold of 0.70 (Table 2). Discriminant validity was also successfully established using the Heterotrait-Monotrait Ratio (HTMT) criterion, with all inter-construct values falling below the recommended ceiling of 0.85.

Table 2. Evaluation of Convergent Validity and Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability	AVE	Status
Inclusive Leadership (IL)	0.920	0.943	0.712	Valid & Reliable
Psychological Safety (PS)	0.908	0.928	0.645	Valid & Reliable
Knowledge Sharing Behavior (KSB)	0.909	0.908	0.666	Valid & Reliable

Structural Model Evaluation (Inner Model)

Coefficient of Determination (R^2)

The value of R^2 ranges from 0 to 1; a value closer to 1 indicates a higher explanatory power of the model regarding the variance of the studied variable. In general, R^2 values of 0.67, 0.33, and 0.19 are categorized as substantial, moderate, and weak, respectively (Sihombing et al., 2024). The complete R^2 values obtained from this analysis are presented in Table 3 below.

Table 3. Results of R^2 -Square (R^2) Test

Dependent Variable	R-square	Adjusted R-square
Knowledge Sharing Behavior	0.168	0.160
Psychological Safety	0.248	0.244

1. The R^2 value for Knowledge Sharing Behavior (KSB) was 0.168, demonstrating that 16,8% of the variance in KSB is jointly explained by Inclusive Leadership and Psychological Safety.
2. The R^2 value for Psychological Safety (PS) was 0.248, indicating that 24,8% of the variance in PS is explained by Inclusive Leadership.
3. The Q^2 values for PS (0.245) and KSB (0.361) were well above 0, confirming that the structural model possesses satisfactory predictive relevance.

Hypothesis Testing and Path Analysis

Hypothesis testing was performed using a bootstrapping procedure with 5,000 resampling iterations at a 5% significance level ($\alpha = 0.05$). The summary of direct and indirect hypothesis testing results is presented in Table 4.

Table 4. Results of Direct and Mediating Hypothesis Testing

Hypothesis	Path Coefficient	Original Sample (β)	t-Statistik	p-Value	Decision
H1	IL $\rightarrow$ PS	0.498	9.398	0.000	Accepted
H2	IL $\rightarrow$ KSB	0.089	0.385	0.350	Rejected
H3	PS $\rightarrow$ KSB	0.358	1.962	0.025	Accepted
H4	IL $\rightarrow$ PS $\rightarrow$ KSB	0.178	2.106	0.018	Accepted

Discussion of Hypothesis Testing

The Effect of Inclusive Leadership on Psychological Safety (H1)

The PLS-SEM results confirm that inclusive leadership has a positive and significant effect on psychological safety ($\beta = 0.498$; $t = 9.398$; $p = 0.000$), thereby supporting H1. Leader behaviors characterized by openness, accessibility, and availability to provide guidance are empirically proven to be the primary catalysts for fostering psychological safety among civil servants at the Regional Secretariat of Riau Province. Inclusive leadership serves a vital role as a sociological bridge that mitigates the adverse effects of a high power distance culture commonly inherent in Indonesian public sector agencies.

Theoretically, these findings align with the perspectives of Nembhard and Edmondson (2006) as well as Carmeli et al. (2010), asserting that a leader's inclusive behavior signals to subordinates that their individual contributions are genuine assets. In the context of Indonesian bureaucratic culture, interpersonal anxieties stemming from rigid hierarchical structures are effectively alleviated through this leadership style. As highlighted by Wildanah et al. (2025), inclusive leadership functions as a critical sociological bridge that curtails the negative impacts of power distance in public government bodies. When leaders dismantle rigid formal boundaries without compromising authority, civil servants feel heard, valued, and liberated from structural anxiety.

The Effect of Inclusive Leadership on Knowledge Sharing Behavior (H2)

Surprisingly, statistical testing reveals that inclusive leadership does not exert a significant direct effect on knowledge sharing behavior ($\beta = 0.089$; $t = 0.385$; $p = 0.350$); thus, H2 is rejected. This result nuances the insights of Muizu et al. (2018), demonstrating that effective knowledge sharing in Indonesian bureaucracy requires a broader framework of psychological comfort rather than mere positive interpersonal relationships with superiors. The theoretical explanation for why inclusive leadership fails to instantly trigger knowledge sharing lies in the inherent characteristics of the behavior itself. According to van den Hooff and de Ridder (2004), KSB involves personal emotional and intellectual capital, particularly during the transfer of tacit knowledge. Personal leader inclusiveness alone proves insufficient to thaw the deeply entrenched historical silence culture within public bureaucracies. Staff-level subordinates frequently maintain a sense of hesitation or fear of being perceived as exceeding their structural authority.

This structural barrier is further exacerbated by the rigid nature of the public sector. As emphasized by Villeneuve et al. (2026), public sector organizations operate within highly formalized administrative systems where procedural compliance often supersedes collaborative innovation. Within local governance environments like the Riau Provincial Governor's Office, data circulation and operational reporting are strictly bound to positional formalisms, Standard Operating Procedures (SOPs), and strict adherence to the Electronic-Based Government System (SPBE) digital modules. Recent empirical evidence from Sanduan et al. (2026) in Indonesia confirms that the digitization of bureaucratic workflows leads public personnel to share knowledge primarily out of system-enforced compliance rather than personal rapport with superiors. This absence of a direct effect aligns with the argument by Karimi et al. (2024), grounded in Social Exchange Theory (SET), which states that employee reciprocity in sharing interpersonally risky knowledge cannot be spontaneously mobilized by leadership without first conditioning a psychologically safe climate. Furthermore, this dynamic is exacerbated by tenure boundary effects and generational cohort differences, which constrain the direct absorption of inclusive leadership (Ng & Feldman, 2026). Consequently, inclusive leadership strictly necessitates psychological safety as an intervening variable to trigger optimal knowledge sharing behaviors.

The Effect of Psychological Safety on Knowledge Sharing Behavior (H3)

The empirical results demonstrate that psychological safety exerts a positive and significant effect on knowledge sharing behavior ($\beta = 0.358$; $t = 1.962$; $p = 0.025$), supporting H3. When collective psychological safety is established within the work environment of the Riau Provincial Governor's Office, cognitive resistance—such as the fear of being deemed incompetent or negatively evaluated by peers—is effectively dismantled. This psychological security empowers civil servants to activate both knowledge donating and knowledge collecting behaviors.

Conceptually, Edmondson (1999) emphasizes that knowledge sharing carries substantial interpersonal risks, including apprehensions of being judged or dismissed by colleagues. Once a collective perception of psychological safety takes root at the Riau Provincial Governor's Office, these mental inhibitions dissolve. This phenomenon is reinforced by Indonesian organizational psychologist Ratih Ibrahim (2026), who notes that psychological safety breeds collective courage to express innovative ideas and offer candid feedback without the overshadowing threat of administrative or social penalties. This security serves as the essential catalyst for civil servants to voluntarily donate expertise and actively consult peers to optimize administrative efficiency.

The Mediating Role of Psychological Safety (H4)

Testing for indirect effects yields a highly critical insight: psychological safety significantly mediates the relationship between inclusive leadership and knowledge sharing behavior ($\beta = 0.178$; $t = 2.106$; $p = 0.018$). Given that the direct relationship is non-significant, the structural model demonstrates full mediation. Inclusive leadership cannot mechanically compel civil servants to enter social exchange transactions involving knowledge sharing; rather, it operates through the primary stimulation of psychological safety.

This full mediation finding enriches the application of Social Exchange Theory (SET) (Blau, 1964) in the public sector domain. According to the reciprocity principles outlined by Sunyoto and Kalijaga (2024), positive reciprocal employee behavior does not materialize in a vacuum; it is contingent upon internal psychological evaluations of their workplace environment. Leaders cannot mechanically extract intellectual capital from subordinates. Instead, inclusive leadership acts as an antecedent that instills psychological safety, which subsequently drives civil servants' willingness to engage in social exchange through active knowledge sharing.

Intergenerational Dynamics: PLS-MGA Analysis (H5)

Before conducting path comparisons, the Measurement Invariance of Composite Models (MICOM) procedure was performed. The MICOM results confirmed partial measurement invariance, validating the proceeding to Partial Least Squares Multi-Group Analysis (PLS-MGA).

Multi-Group Analysis (PLS-MGA) was subsequently executed to evaluate structural path differences regarding the influence of Inclusive Leadership on Psychological Safety and Knowledge Sharing Behavior between the Senior Generational Cohort (Baby Boomers & Gen X) and the Younger Generational Cohort (Gen Y & Gen Z).

Table 5. Comparative Intergenerational Analysis Results (PLS-MGA)

Relationship Path	Senior Gen Coefficient (β Senior)	Younger Gen Coefficient (β Muda)	Coefficient Difference (β Senior - β Younger)	p-value MGA	Hypothesis Conclusion
IL $\rightarrow$ PS	0.350	0.580	0.230	0.012	H5a Supported (Significant)
IL $\rightarrow$ KSB	0.210	0.150	0.060	0.620	H5b Rejected (Not Significant)

Through PLS-MGA comparative testing, the fifth hypothesis is partially supported based on two specific path evaluations:

1. **IL $\rightarrow$ PS Path (H5a Supported):** A highly significant difference exists between generational cohorts (p-value {MGA} = 0.012). The influence of inclusive leadership on psychological safety is markedly more dominant among the younger generation (β = 0.580) compared to the senior generation (β = 0.350). This confirms Generational Cohorts Theory, indicating that younger civil servants (Gen Y and Gen Z) exhibit higher emotional dependency and feedback requirements from superiors to mitigate workplace social anxiety. Conversely, the psychological safety of senior civil servants tends to remain stable due to established positional tenure and extensive bureaucratic experience.
2. **IL $\rightarrow$ KSB Path (H5b Rejected):** No significant intergenerational variance was observed in the direct path to knowledge sharing behavior (p-value MGA) = 0.620). Knowledge sharing practices are perceived across all cohorts as a universal manifestation of collective professional commitment that transcends demographic age boundaries.

CONCLUSION

This study provides comprehensive empirical evidence regarding the sociopsychological mechanisms linking leadership style and knowledge-sharing behavior within public-sector bureaucracies. The results demonstrate that inclusive leadership does not directly compel civil servants to share their technical competencies, innovations, and strategic experiences through knowledge-sharing behavior. Instead, this relationship is fully mediated by psychological safety. This finding indicates that open, accessible, and inclusive leadership can stimulate knowledge exchange only when it successfully fosters an interpersonally safe work environment in which employees are free from excessive concerns about administrative sanctions, technical errors, and a culture of silence. Furthermore, Partial Least Squares Multi-Group Analysis (PLS-MGA) reveals an important demographic difference in the structural relationships: the effect of inclusive leadership on psychological safety is significantly stronger among younger cohorts, particularly Generation Y and Generation Z, than among senior cohorts.

In practical terms, these findings provide strategic recommendations for the Riau Provincial Government and the Regional Personnel Agency to move beyond a predominantly

technical focus in knowledge-management programs. Local government institutions should reduce rigid and paternalistic work practices by implementing structured inclusive leadership training for managerial and supervisory officials. Concrete initiatives, such as institutionalized reverse mentoring, in which senior civil servants engage in reciprocal dialogue and learn digital competencies from younger personnel, may also be implemented. Such initiatives could help reduce interpersonal anxiety and mitigate the risk of organizational knowledge loss associated with the retirement of senior officials. This approach is also consistent with the BerAKHLAK core values for civil servants, particularly the Harmonis and Kolaboratif dimensions, and may support more adaptive public governance within the Electronic-Based Government System (SPBE) era.

Despite its theoretical and practical contributions, this study has several limitations. The cross-sectional research design limited the model's ability to capture changes in psychological safety and knowledge-sharing behavior over time. In addition, because the study was conducted only within the Regional Secretariat of Riau Province, the generalizability of the findings to central government institutions or other local governments with different organizational and cultural characteristics should be approached with caution. Future research should consider longitudinal or mixed-methods designs to examine the underlying motives associated with knowledge-hoarding behavior and to capture changes in psychological safety over time. Further studies could also expand the research setting and investigate additional grouping variables, such as employment status and job classification, including structural and functional positions.

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