

## Voice Behavior as a Mediator: The Effects of Inclusive Leadership and High-Performance Work System on Innovative Behavior at Rakyat Bengkulu Media Group

Nur Afifah Khairani Sheza Cendekia<sup>a\*</sup>, Praningrum<sup>b</sup>

<sup>ab</sup>Management Study Program, Faculty of Economic and Bussines, University of Bengkulu, Indonesia

\* Corresponding author e-mail: shezacendekia@gmail.com

### ARTICLE INFO

DOI: 10.32832/jmuika.v16i3.20723

Article history:

Received:

19 Juni 2025

Accepted:

28 Juni 2025

Available online:

05 Oktober 2025

Keywords:

Inclusive, HPWS, Voice, Innovative

### ABSTRACT

*This quantitative study aims to investigate the influence of inclusive leadership and high-performance work systems (HPWS) on employees' innovative behavior, with voice behavior acting as a mediating variable at Rakyat Bengkulu Media Group. The probability sampling method used in this study uses a cluster sampling method and Hair's formula to make sure that there are at least 237 workers in the sample. It was possible to gather information by giving out surveys. Structural Equation Modeling (SEM) research with the SmartPLS 3 software was used to look at the data in this work. The study's results are as follows: (1) inclusive leadership have a positive and significant effect on innovative behavior; (2) high-performance work systems have a positive and significant effect on employee innovative behavior; (3) inclusive leadership has no effect on voice behavior; (4) high-performance work systems have a positive and significant effect on voice behavior; (5) voice behavior has a positive and significant effect on employee innovative behavior; (6) inclusive leadership has no effect on employee innovative behavior with voice behavior as a mediating variable; and (7) high performance work system have a positive and significant effect on employee innovative behavior with voice behavior as a mediating variable. It is expected that the findings of this study will contribute to resolving the challenges encountered by the Rakyat Bengkulu Media Group. The Group's primary objectives are to address issues related to inclusive leadership, high-performance work systems, and the influence of voice behavior on employee innovation.*

## 1. INTRODUCTION

Innovative behavior is of critical importance in ensuring the long-term impact and development of a company, as well as its ability to remain sustainable. According to the research conducted by Jong & Hartog (2008), innovative behavior can be defined as a behavioral orientation towards implementation that aims to create change and new knowledge, and improve processes in business or personal performance. Conversely, Siregar et al (2019) and Manzoor et al (2024) posit that innovative behavior is a person's conduct in the workplace and modern work arena, proactively promoting novel ideas, work processes, products, and procedures in the organization. An innovative information media company is an entity that functions as a platform to promote cultural diversity, deliver relevant information, and provide quality entertainment for the community, particularly in the context of Bengkulu province.

Therefore, to provide engaging information, employers must have competent, innovative staff. A variety of factors can influence the level of employee competence within an organization. This result fits with the study by Kremer et al. (2019), which looked at what makes employees more or less likely to be original. Specifically, the study identified creativity, voice, and knowledge sharing as key elements in this context. Furthermore, inclusive leadership and work engagement have been identified as key factors that motivate employees to engage in innovative behaviors (Falih Bannay et al, 2020). Concurrent with this finding, research by Caniëls & Veld (2019) posits that the factors determining innovative behavior are employees with multiple skills and high-performance work systems.

The initial factor that influences employee innovative behavior is inclusive leadership. Carmeli et al. (2010) say that inclusive leadership is a type of leadership in which workers are constantly supported and open communication is encouraged to help them grow and develop. It has been shown that employees giving psychological support and positive treatment by their bosses can lead to more creative ideas at work, which in turn leads to more innovative behavior on the part of employees (Randel et al., 2018). This phenomenon can be attributed to the positive correlation between inclusive leadership and the adoption of innovative behaviors among employees (Mansoor et al., 2021). On the other hand, this study disagrees with Rajandran & Subramaniam (2023) conclusion that open leadership does not affect employees' willingness to be creative.

It has also been demonstrated that high-performance work systems exert a substantial influence on employees' innovative behavior. Wahid & Hyams-Ssekasi (2018) say that a high-performance work system is a way of dealing with human resources that aims to improve the performance of a company. The majority of creative employees are the outcome of a robust work system, which involves hiring skilled and capable workers and selecting the appropriate individuals for training, development, and motivation. This method is meant to create an atmosphere that encourages people to think of new ways to do things (Haar et al., 2022). The results of this study agree with those of Escribá-Carda et al. (2017), it is asserted that a high-performance work system exerts a substantial influence on the innovative behavior of employees.

However, this finding is different from that of Escribá-Carda et al. (2023), who demonstrated that the high-performance work system does not affect employees' innovative behavior.

Another factor that influences employee innovative behavior is voice behavior, defined as an experimental construction of employee ideas, information, and opinions that is shown to facilitate organizational change (Botero & Van Dyne, 2009). Voice behavior is used so that workers can make ideas that are positive and try to make things better, with the goal of changing things (Crant et al., 2011), which leads to even more creative behavior at work. According to Guzman & Espejo (2019) research, this claim is supported by the fact that voice behavior has a big, good effect on new behavior. Voice behavior and innovative behavior among workers have been shown to be related in a good way. Research by Zhou & Velamuri (2018), on the other hand, shows that voice behavior makes it harder to balance a new work system with high-performance behavior.

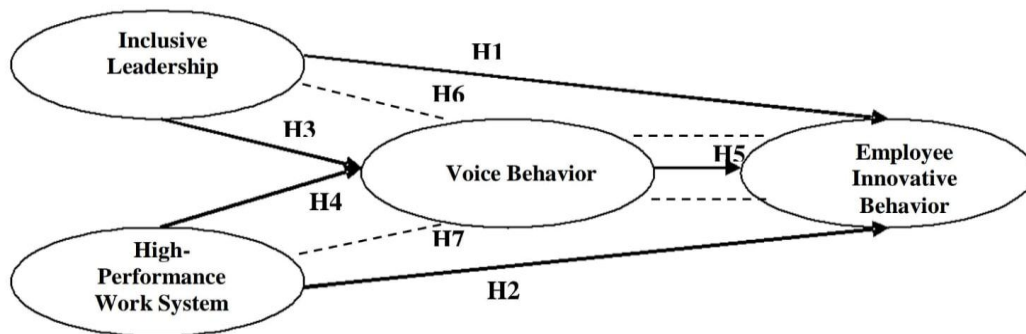
Acknowledging the pivotal role that employee innovation plays in the advancement and evolution of an organization, it is imperative to enhance this aspect. The object of research in this study was the company Rakyat Bengkulu Media Group. The Rakyat Bengkulu Media Group is an amalgamation of various industries engaged in the information media sector in Bengkulu Province, encompassing print media, online media, and electronic media. It has been documented that the Bengkulu City Media Group company has encountered a number of challenges related to its employees' innovative conduct. These challenges are attributed to a variety of factors, including employees' apprehensions regarding the potential failure of novel initiatives, a paucity of motivation, a perceived lack of consultation with leadership, and reservations concerning their own capabilities and the viability of their concepts. This reluctance to adopt innovative practices in the workplace is a salient factor contributing to the perpetuation of the status quo. Moreover, it has been observed that a subset of team members exhibits a pattern of non-contributory behavior, which, when taken in conjunction with the actions of other team members, has the potential to impede the collective productivity and performance of the group.

The implementation of inclusive leadership in the company Rakyat Bengkulu Media Group has given rise to several issues among employees. For instance, employees have reported that the leadership style, characterized by an openness to novel concepts, is not universally embraced. A notable concern is the reluctance of employees to voice their opinions or address challenges, potentially due to the perception that their previous contributions have not been adequately addressed by the leadership. Therefore, it is hypothesized that the aforementioned factors will have a significant impact on innovative employees within the company.

The implementation of a high-performance work system in the company has resulted in several issues within the recruitment and selection system. Employees who are selected for these roles are evaluated not only based on their professional merits but also on their personal characteristics. This phenomenon has been observed to result in employees adhering to existing paradigms rather than engaging in the generation of novel, innovative concepts.

The problem statement for this study is based on what other studies have found and what happens in the field. The main question is whether voice behavior at the company Rakyat Bengkulu Media Group influences creative behavior through open leadership and high-performance work systems. The point of this study is to look into how open leadership and high-performance work systems affect employees' creative behavior. Voice behavior will be used as a mediator variable in the Rakyat Bengkulu Media Group business.

**Research Framework.** A number of theories and ideas about open leadership, high-performance work systems, voice behavior, and employee creative behavior were used to create the research model for this study. This study is based on a research model that looks into how high-performance work tools are used and were created by Saleem et al. (2023). The model says that sharing knowledge and being an open leader can get employees to act in more new ways. Several studies from the past back up this claim and make the mental model stronger, as illustrated in **Figure 1**.



**Figure 1. Research Framework**

**Relationship of Inclusive Leadership on Innovative Behavior.** There are many ways that inclusive leadership can encourage people to act in new ways. Innovation is more likely to happen when workers think their bosses are open to new ideas, ready to listen, and easy to talk to. According to the studies by Mansoor et al. (2021) and Bataineh et al. (2022), inclusive leadership has been shown to exert a significant influence on innovative behavior. Other research conducted by Fang et al. (2019), Javed et al. (2018), and Shakil et al. (2021) demonstrated a significant influence between inclusive leadership and employee innovative behavior. Based on previous research findings, the following hypothesis is proposed:

H1: Inclusive leadership influences innovative behavior

**Relationship of High-Performance Work System on Innovative Behavior.** According to the research conducted by Shahzad et al. (2019), the implementation of a high-performance work system has been demonstrated to exert a significant influence on the propensity for innovative behavior among employees. Companies that adopt such systems have been observed to exhibit a tendency to foster an increase in their employees' innovative conduct.. This claim fits with the results of Escribá-Carda et al. (2017) and Imran & Al-Ansi (2019), which show that high-performance work systems have a significant and positive effect on employee innovative

behavior. Arshad et al. (2024) also shows that a high-performance work system has a direct and significant effect on encouraging people to be more innovative. Based on what other studies have found, the following theory is put forward:

H2: High-performance work system influences innovative behavior

**Relationship of Inclusive Leadership on Voice Behavior.** Within an organization, inclusive leadership and the development of a strong organizational culture have been found to promote psychological empowerment and organizational identification, ultimately encouraging employees to engage in voice behavior (Li & Hang, 2017). Inclusive leadership has been demonstrated to foster the implementation of voice behavior among employees (Lee & Dahinten, 2021). Studies conducted by Liu et al (2023) and Jolly & Lee (2021) suggest a significant positive relationship between the two variables. Furthermore, Qi & Liu (2017) research suggests that inclusive leadership within an organization can have a positive impact on voice behavior. The following hypothesis is proposed based on the findings of previous studies:

H3: Inclusive leadership influences voice behavior

**Relationship of High-Performance Work System on Voice Behavior.** Jabbar et al. (2023) indicate that a high-performance work system exerts a direct influence on voice behavior. The enhancement of employee voice within a high-performance work system has the potential to yield a greater number of benefits for the company. The results of Wang et al. (2019) and Badru et al. (2022) support this point of view. They show that a high-performance work system has a significant effect on voice behavior. According to study by Ehrnrooth et al (2023), which indicate a significant positive relationship between high-performance work systems and voice behavior. The following hypothesis is proposed based on the findings in previous research:

H4: High-performance work system influences voice behavior

**Relationship of Voice Behavior on Innovative Behavior.** The idea behind this study is that voice behavior encourages workers to try new things behaviors (Chen et al., 2021). The findings indicated that employees who voice their opinions tend to experience a sense of respect and support from their colleagues. Consequently, these employees are more likely to be motivated to implement their suggestions and promote innovative behaviors within their work environment. Findings from Guzman & Espejo (2019), which show a positive correlation between voice behavior and innovative behavior, back up this claim even more. The later study by Han & Xia (2020) and Botha & Steyn (2022), which found a positive and significant effect of voice behavior and innovative behavior, supports this point of view even more. Based on what other studies have found, the following theory is put forward:

H5: voice behavior influences innovative behaviour

**The Indirect Relationship of Inclusive Leadership on Innovative Behavior Through Voice Behavior.** Voice behavior is a mediator in the link between being an inclusive leadership and

employees' innovative behavior, according to research. The hypothesis can be considered reasonable given the established connection between inclusive leadership and employee innovative behavior. Inclusive leadership fosters a sense of empowerment within employees, encouraging them to engage in voice behavior as a form of active participation. This behavior, in turn, is more likely to be noticed and acknowledged by leaders, potentially leading to a positive feedback loop that enhances inclusive leadership practices and employee innovation. As a result, this will create a workplace environment that supports employee innovation. According to research by Ye et al. (2019), companies that use an inclusive leadership style can get workers to actively participate in voice behavior implementation, which in turn makes them more innovative at work. The present study is predicated on the findings of recent research, which indicate that inclusive leadership exerts a significant influence on the increase of employee innovative behavior, with voice behavior serving as a mediator. The following hypothesis is put forward by this study:

H6: Inclusive leadership has an indirect effect on innovative behavior through voice behavior

**The Indirect Relationship of High-Performance Work System on Employee Innovative Behavior Through Voice Behavior.** It is imperative for companies to implement a high-performance work system to foster an environment conducive to employee innovation. Voice behavior can be used as a balance, which is an effective way to achieve this objective. The main reason for putting in place a high-performance work system (HPWS) at work is that its policies and procedures can have a good effect on how employees conduct themselves. Because of this, workers are likely to exhibit innovative behaviors (Rasheed et al., 2017). This claim is supported by the research of Miao et al (2020) and Nawaz & Khan (2023) who say that voice behavior is a significant factor in the link between a high-performance work system and employees' innovative behaviour having a positive effect. Based on what other studies have found, the following theory is put forward:

H7: High-performance work system has an indirect effect on innovative behavior through voice behavior

## RESEARCH METHODS

The present study employs a quantitative approach through structural equation modeling analysis using the partial least squares (PLS) application. The present study examines the relationship between inclusive leadership, high-performance work systems, and innovative behavior, with voice behavior serving as a mediator.

The population of this study comprised employees of the company Rakyat Bengkulu Media Group, with a total of 330 individuals included in the analysis. The sampling technique uses cluster random sampling, a method of sample selection that is contingent upon the population's composition. In the context of the present study, the population consists of several groups of companies, and the sampling process is accordingly executed based on these groups. The population is divided into 12 clusters, and employees will be randomly selected to become research

samples. This study employed a structured questionnaire distributed via Google Forms as the primary data collection instrument. The measurement of each indicator is executed through the utilization of a Likert scale, ranging from 1 to 5, where 1 signifies "strongly disagree" and 5 denotes "strongly agree." This assessment provides respondents with the autonomy to articulate their degree of agreement or disagreement with the statements in the questionnaire, which directly reflect their experiences and perceptions of inclusive leadership, high-performance work systems, sound behavior, and innovative behavior.

The questionnaire employed in this study comprises 39 questions that reflect the indicators of each research variable. The measurement of inclusive leadership variables was conducted using a set of nine questions, with the underlying dimensions of openness, availability, and accessibility being the foundation of the measurement tool (Carmeli et al., 2010). The high-performance work system (HPWS) variable comprises a set of 12 questions, encompassing the domains of recruitment and selection, performance appraisal, compensation system, and communication and information sharing (Wahid & Ssekasi., 2018). Concurrently, the variable of voice behavior is measured by six questions that reflect the indicators of constructive voice (Botero & Van Dyne., 2009). The innovative behavior variable encompasses a series of 12 inquiries, meticulously designed to assess the dimensions of idea generation, idea exploration, idea championing, and idea implementation (Jong & Hartog., (2008) and Lukes & Stephan (2017)).

## 2. RESULTS & DISCUSSION

**Respondent Demographics.** The results of the analysis demonstrate that, with respect to the gender of the respondents, the majority of the 237 respondents analysed in this study were male (67.1%), while the remaining 32.9% were female. It can be concluded that the majority of Rakyat Bengkulu media group employees are male, due to the fact that a significant proportion of the workforce is employed in roles such as field reporters, editors and managers, which are typically associated with male workers. Conversely, women predominate in office and room-based roles.

An analysis of the respondents' characteristics in terms of age reveals that the majority of those who participated in this study were between the ages of 31 and 40 (45.57%). This is attributable to the fact that, at this age, employees tend to demonstrate high levels of productivity and work enthusiasm. The characteristics of respondents based on job type show that of the 237 respondents studied, most respondents worked as permanent employees, namely 71.31%, reporters by 11.81%, journalists by 8.86%, content writers by 2.11%, and editors by 1.27% . The remaining 4.64% of respondents are employed in a variety of other roles.

Based on the level of education, the results of the analysis show that of the 237 respondents studied in this study, most of the respondents had the latest S1 education (64.14%). This is because companies in Rakyat Bengkulu Media Group consider that employees who are educated or have a bachelor's degree have sufficient knowledge and can more quickly adjust to the



work in Rakyat Bengkulu Media Group. Furthermore, the characteristics of respondents based on length of service, the results of the analysis show that of the 237 respondents studied, most respondents have worked for 1 - 10 years (53.59%).

**Measurement Model (Outer Model).** As illustrated in **Table 1**, the validity test conducted using the SEM-PLS method revealed that several indicators failed to meet the established validity criteria. Indicators with a loading factor  $< 0.5$  are regarded as invalid and therefore unsuitable for hypothesis testing. The findings of the test indicate that three indicators on the high-performance work system variable have a loading factor value of less than 0.5. These indicators are SKBT8 with a value of 0.669, SKBT9 with a value of 0.698 and SKBT11 with a value of 0.670. It is imperative that these indicators are eliminated from the hypothesis testing analysis.

**Table 1. Outer Loading Result**

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
<b>Inclusive Leadership</b>	<b>Oppenes:</b>				
	The manager is open to hearing new ideas.	0.881	0.953	0.960	0.728
	The manager pays attention to new opportunities to improve work processes.	0.873			
	The manager is open to discussing desired goals and new approaches to achieving them	0.888			
	<b>Availability:</b>				
	The manager is willing to provide consultation on issues.	0.819			
	The manager is always willing to attend team discussions.	0.876			
	The manager is willing to receive consultation inquiries.	0.831			
	The manager is ready to listen to employees' requests.	0.874			
	<b>Accessibility:</b>				
	The manager encourages employees to be open about emerging issues.	0.814			
<b>Employee Innovative Behavior</b>	The manager is easily accessible for discussing arising problems.	0.820			
	<b>Idea Generation:</b>		0.938	0.946	0.594
	I often pay attention to issues that are not part of my daily work.	0.708			
	I frequently feel curious about how things can be improved.	0.743			
	I often seek new methods, techniques, or work instruments.	0.710			
	<b>Idea Exploration:</b>				
	I often generate original solutions in solving problems.	0.760			
	I frequently discover new approaches in carrying out tasks.	0.808			
	I often seek new ideas from others to	0.767			



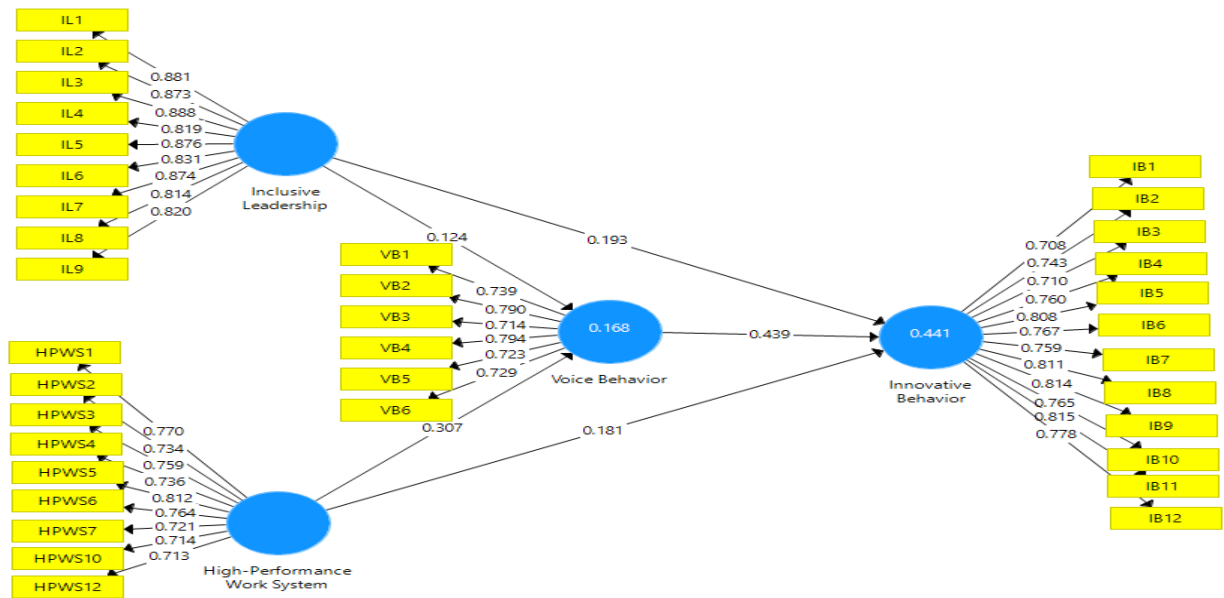
Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Voice Behavior	try implementing the best ones.				
	<b>Idea Championing:</b>				
	I often engage key members within the company to be enthusiastic about the implementation of innovative ideas.	0.759			
	I frequently strive to convince others to support innovative ideas.	0.811			
	I systematically introduce innovative ideas into work practices.	0.814			
	<b>Idea Implementation:</b>				
	I often contribute to the implementation of new ideas.	0.765			
	I frequently make a strong effort to develop new initiatives.	0.815			
	I regularly develop plans according to the established schedule.	0.778			
	I develop and provide recommendations to my superior regarding issues that affect my work.	0.739	0.846	0.884	0.561
	I speak up and encourage others in my work unit to engage in issues that impact our work.	0.790			
	I express my opinions about work-related issues to others in my unit, even if their views differ and they disagree with me.	0.714			
	I stay informed about workplace issues where my input can be valuable.	0.794			
HPWS	I am involved in matters that affect the quality of life in my work unit.	0.723			
	I discuss new ideas or procedural changes at work with my superior.	0.729			
	<b>Recruitment and Selection:</b>				
	The recruitment and selection implemented in this organization are based on selective screening.	0.770	0.901	0.919	0.559
	All recruitment in this organization is based on merit (i.e., the best person for the job is chosen regardless of their personal characteristics).	0.734			
	In our organization, line managers and HR managers participate in the recruitment process.	0.759			
	<b>Performance Appraisals:</b>				
	Performance appraisals are reviewed in accordance with the goals and needs of the organization.	0.736			

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	I regularly receive feedback from my manager on how well I am performing my job.	0.812			
	Decisions such as promotions, salary increases, and training are linked to my performance appraisal.	0.764			
	<b>Compensation System:</b> The organization provides a competitive salary package to all employees.	0.721			
	<b>Communication and Information Sharing:</b> Employees at various levels within the organization are encouraged to interact with one another.	0.714			
	It is easy for me to communicate my thoughts to management.	0.713			

Source: Data processed using SmartPLS3 (2025)

As demonstrated in **Table 1**, all constructs have an Average Variance Extracted (AVE) number of more than 0.50. This proves that the constructs are reliable and valid (Ghozali & Laten, 2015). The results show that the convergent validity standards have been met, which means that the indicators are valid and can be used for further research. It has also been found that the total dependability and Cronbach's alpha values of all the factors are higher than 0.70 (Ghozali & Laten, 2015). Based on this result, it looks like all factors meet the necessary standards for dependability.

**Structural Model (Outer Model).** The structural model (outer model) aims to predict the relationship between latent variables. The inner model can be explained by examining the R-Square value. The higher the R-Square value, the better the research model. **Figure 2** shows the results of using SEM to measure the structure model.



**Figure 2. Result Structural Model (Inner Model)**

Source: Data processed using SmartPLS3 (2025)

The structural model (outer model) was tested, with the result that the  $R^2$  value of the effect of inclusive leadership and high-performance work systems on employee innovative behaviour was found to be 0.441. This result shows that inclusive leadership and high-performance work systems affect workers' high or low innovative behavior by 44.1%, whilst the remaining 55.9% is influenced by other factors outside the research variables. It also has an R-square value of 0.168 for the effect of inclusive leadership and high-performance work system on voice behavior. This suggests that inclusive leadership and high-performance work systems are capable of influencing voting behaviour by 16.8%, with the remaining 83.3% being influenced by variables external to the model under study. **Figure 2** shows the results of using SEM to measure the structure model.

**Hypothesis Test.** For hypothesis testing, the bootstrapping results can be used. The tests carried out in this study are as follows: if the t-statistic value  $> 0.96$  (significance level 5%) for each path, and the p-value  $< 0.05$ , then the hypothesis can be accepted.

**Table 2. Hypothesis Test result**

<b>Hypothesis</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P-Values</b>
Inclusive Leadership -> Innovative Behavior	0.193	0.189	0.076	2.537	<b>0.011</b>
High-Performance Work System -> Innovative Behavior	0.181	0.197	0.087	2.078	<b>0.038</b>
Inclusive Leadership -> Voice Behavior	0.124	0.127	0.101	1.234	<b>0.218</b>
High Performance Work System -> Voice Behavior	0.307	0.312	0.097	3.168	<b>0.002</b>
Voice Behavior -> Innovative Behavior	0.439	0.434	0.083	5.298	<b>0.000</b>
Inclusive Leadership -> Voice Behavior -> Innovative Behavior	0.055	0.054	0.045	1.220	<b>0.223</b>
High-Performance Work System -> Voice Behavior -> Innovative Behavior	0.135	0.135	0.048	2.788	<b>0.006</b>

Sources: Data processed using SmartPLS3 (2025)

According to the result of testing the relationship between the first hypothesis (H1) show that the t-statistic is 2.537, which is greater than 1.96, and p-value is 0.011, which is less than 0.05. Therefore, H1 is accepted and it can be concluded that inclusive leadership has a positive and significant effect on employee innovative behaviour. The results of this study align with the research by Mansoor et al. (2021), inclusive leadership has a positive and significant effect on employees' innovative behavior. The hypothesis that leadership which encourages diversity and openness helps to create good cooperation between people who have different backgrounds, thus generating creative new ideas, is tested in this study (Zhou & Velamuri, 2018).

The findings of H2 testing process yielded a t-statistic value of  $2.07 > 1.96$ , and p-value  $0.038 < 0.05$ . This indicates that H2 is accepted, thereby supporting the hypothesis that a high-performance work system exerts a positive and significant influence on employee innovative behavior. Jin et al. (2022) researchs which showed that a high-performance work system has a positive and significant effect on innovative behavior, is supported by this study. It has been shown that workers are more naturally driven when they feel supported by their company through things like intense training, performance-based awards, and opportunities to help make decisions. Jin et al. (2022) found that this kind of drive makes people more likely to try new things, share new ideas, and take measured risks in the name of positive change.

Hypothesis 3 testing process yielded a t-statistic value of  $1.234 < 1.96$  and p-value of  $0.218 > 0.05$ . This indicates that H3 is rejected, thereby concluding that inclusive leadership exerts no influence on employee voice behavior. The results of this study differ from those of Jiang et al. (2022) who said that inclusive leadership has a significant effect on voice behavior. In any case, this study agrees with Guo et al. (2022) findings the relationship between inclusive leadership and promotive voice is not significant. This is because organizations with strong

structures don't have enough inclusive leadership to get people to share their thoughts. It is evident that norms and culture can act as impediments to active participation in innovation.

The results of Hypothesis 4 testing indicate that the obtained t-statistic value of  $3.168 > 1.96$  and p-value of  $0.002 < 0.05$ . The present study finds support for the hypothesis that H4 is accepted, thus providing evidence that a high-performance work system exerts a positive and significant effect on voice behavior. Previous study by Ehrnrooth et al. (2023), Alfes et al. (2021) and Mowbray et al. (2021) all came to the same conclusion. Human resource practices that incorporate training, employee participation, and recognition have been demonstrated to enhance employee abilities, motivation, and opportunities. As a result, these practices are essential in promoting voice behavior, thereby creating an organizational culture that is more receptive to employee feedback (Alfes et al., 2021).

Hypothesis 5 testing indicate t-statistic value of  $5.298 > 1.96$  and p-value of  $0.000 < 0.05$  Therefore, H5 is accepted, and it can be concluded that voice behavior affects employee innovative behaviour. These findings align with the results of a study by Botha & Steyn (2022). Employees who demonstrate a propensity to articulate their perspectives and propositions are more inclined to participate in the innovation process, as they perceive a sense of appreciation and acknowledgement within the organisational milieu (Afsar et al., 2019).

The findings of the empirical investigation yielded a t-statistic value of  $1.220 < 1.96$ , and p-value of  $0.223 > 0.05$ . These results indicate that the indirect effect of inclusive leadership on innovative behaviour through voice behaviour as mediation was not statistically significant. It has been demonstrated that Hypothesis 6 is not accepted. The findings of this study demonstrate an inverse relationship with the research conducted by Ye et al. (2019). The latter suggests that voice behavior may serve as a mediator between inclusive leadership and employees' innovative work behavior. The results of this study show that leaders with inclusive qualities do not have a significant impact on their employees' willingness to express opinions or participate in innovative activities at work. Despite the fact that leaders exhibit an openness and support for diversity that is expected to engender innovative behaviour, the reality is that voice behaviour, which includes employee actions to convey suggestions, does not appear

Hypothesis 7 yielded results indicating the indirect effect value of the high-performance work system on employee innovative behaviour through voice behaviour as a mediator. The t-statistic value of 2.778 is greater than 1.96, and the p-value of 0.006 is less than 0.05, which means that the finding is statistically significant. It is evident that the H7 in this study has been accepted. These results are consistent with the findings of research conducted by Nawaz & Khan (2023), which demonstrated that a high-performance work system exerts a positive and significant effect on innovative behaviour, with sound behaviour functioning as a mediating variable. Thus, it can be concluded that the high-performance work system adopted by the company is more effective at boosting innovation when employees have the chance to share their ideas and opinions.

### 3. CONCLUSION & SUGGESTION

The point of this study is to look at how voice behavior, which is a mediator, affects creative behavior among employees when they are led in an open way and work in high-performance systems. The people who work for Rakyat Bengkulu Media Group are the center of this study. Based on the study, we can come to the following conclusions: (1) the findings indicated that inclusive leadership exerts a positive and significant influence on the innovative behaviour of employees at Rakyat Bengkulu Media Group. (2) the findings indicated that the high-performance work system exerts a positive and significant influence on the innovative behaviour of employees at Rakyat Bengkulu Media Group. (3) the findings indicated that inclusive leadership exerts no influence on the professional conduct of employees at Rakyat Bengkulu Media Group. (4) the findings indicated that a high-performance work system exerts a positive and significant influence on the voice behaviour of employees at Rakyat Bengkulu Media Group. (5) the findings indicated that voice behaviour exerts a positive and significant influence on the innovative behaviour of employees at Rakyat Bengkulu Media Group. (6) the findings indicated that voice behaviour was incapable of mediating the effect of inclusive leadership on the innovative behaviour of employees at Rakyat Bengkulu Media Group. (7) the findings indicated that voice behaviour had the capacity to moderate the impact of a high-performance work system on the innovative behaviour of employees at Rakyat Bengkulu Media Group.

Based on the results of a study that looked at how open leadership and high-performance work systems affect employees' creative behavior, as seen through speaking behavior at Rakyat Bengkulu Media Group, those ideas can be made: (a) Managerial Implications for Rakyat Bengkulu Media Group include several key strategies: (1) strengthening inclusive leadership development by fostering psychological safety and openness through dedicated employee consultation times, participatory decision-making, and communication platforms like regular team discussions and video conferences, especially for remote teams; (2) improving the High-Performance Work System (HPWS) by ensuring recruitment and selection processes are transparent, objective, and merit-based with clearly defined performance criteria to enhance workforce quality and organizational fairness; (3) encouraging voice behavior by establishing formal mechanisms such as regular feedback forums, suggestion boxes, and open-door policies, alongside training management to respond constructively to employee input to create a culture of continuous dialogue and improvement; and (4) fostering innovative behavior by promoting cross-functional collaboration, attending industry seminars, and initiating problem-solving workshops to broaden employees' perspectives beyond their functional roles and stimulate creative contributions. (b) Future researchers are encouraged to expand the scope of the study by increasing the sample size and applying more diverse respondent groups. Incorporating additional variables—such as perceived organizational support, psychological empowerment, or work engagement—as mediators or moderators is also recommended to enrich the theoretical model and provide more nuanced insights into the determinants of innovative behavior.

**Research Limitations.** The present study is subject to certain limitations in terms of its scope. It is hoped that future research will employ a similar methodology using different objects and

respondents in order to strengthen the validity of the research. Furthermore, it is recommended that other variables be examined or that the inclusive leadership and high-performance work system perceived by employees towards the organisation be examined in greater depth. In addition, the impact of the aforementioned leadership system on employee innovative behaviour should be analysed. A further limitation of this study is the sampling method, which was complicated by the large number of workers in the field and outside the Bengkulu City area, making it difficult to collect the required data.

## REFERENCES

- Afsar, B., Shahjehan, A., Shah, S. I., & Wajid, A. (2019). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees. *International Journal of Intercultural Relations*, 69, 66–75. <https://doi.org/10.1016/j.ijintrel.2019.01.001>
- Alfes, K., Veld, M., & Fürstenberg, N. (2021). The relationship between perceived high-performance work systems, combinations of human resource well-being and human resource performance attributions and engagement. *Human Resource Management Journal*, 31(3), 729–752. <https://doi.org/10.1111/1748-8583.12310>
- Arshad, B., Hassan, H., & Azam, A. (2024). The impact of employees' experience of high-performance work systems on innovative behavior in professional service firms. *Frontiers in Psychology*, 14, 1324474. <https://doi.org/10.3389/fpsyg.2023.1324474>
- Badru, A. F., Karadas, G., & Olugbade, O. A. (2022). Employee voice: the impact of high-performance work systems and organisational engagement climate. *The Service Industries Journal*, 1–29. <https://doi.org/10.1080/02642069.2022.2056163>
- Bataineh, M. S. E., Zainal, S. R. M., Muthuveloo, R., Yasin, R., Wali, J. Al, & Mugableh, M. I. (2022). Impact of inclusive leadership on adaptive performance: The role of innovative work behaviour. *Int. Journal of Business Science and Applied Management*, 17(1).
- Botero, I. C., & Van Dyne, L. (2009). Employee Voice Behavior. *Management Communication Quarterly*, 23(1), 84–104. <https://doi.org/10.1177/0893318909335415>
- Botha, L., & Steyn, R. (2022). Employee voice and innovative work behaviour: empirical evidence from South Africa. *Cogent Psychology*, 9(1). <https://doi.org/10.1080/23311908.2022.2080323>
- Caniëls, M. C. J., & Veld, M. (2019). Employee ambidexterity, high performance work systems and innovative work behaviour: How much balance do we need? *The International Journal of Human Resource Management*, 30(4), 565–585. <https://doi.org/10.1080/09585192.2016.1216881>
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, 22(3), 250–260. <https://doi.org/10.1080/10400419.2010.504654>
- Chen, L., Li, M., Wu, Y. J., & Chen, C. (2021). The voicer's reactions to voice: an examination of employee voice on perceived organizational status and subsequent innovative behavior in the workplace. *Personnel Review*, 50(4), 1073–1092. <https://doi.org/10.1108/PR-07-2019-0399>
- Crant, J. M., Kim, T. Y., & Wang, J. (2011). Dispositional Antecedents of Demonstration and Usefulness of Voice Behavior. *Journal of Business and Psychology*, 26(3), 285–297. <https://doi.org/10.1007/s10869-010-9197-y>



- Ehrnrooth, M., Kovesnikov, A., Balabanova, E., & Wechtler, H. (2023). High-performance work system and transformational leadership for employee constructive voice: unique and relative importance in a high-power distance context. *The International Journal of Human Resource Management*, 34(20), 3893–3932. <https://doi.org/10.1080/09585192.2022.2163418>
- Escribá-Carda, N., Balbastre-Benavent, F., & Teresa Canet-Giner, M. (2017). Employees' perceptions of high-performance work systems and innovative behaviour: The role of exploratory learning. *European Management Journal*, 35(2), 273–281. <https://doi.org/10.1016/j.emj.2016.11.002>
- Escribá-Carda, N., Canet-Giner, T., & Balbastre-Benavent, F. (2023). The role of engagement and knowledge-sharing in the high-performance work systems–innovative behaviour relationship. *European Journal of Management and Business Economics*. <https://doi.org/10.1108/EJMBE-07-2022-0206>
- Falih Bannay, D., Jabbar Hadi, M., & Abdullah Amanah, A. (2020). The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement. *Problems and Perspectives in Management*, 18(3), 479–491. [https://doi.org/10.21511/ppm.18\(3\).2020.39](https://doi.org/10.21511/ppm.18(3).2020.39)
- Fang, Y.-C., Chen, J.-Y., Wang, M.-J., & Chen, C.-Y. (2019). The Impact of Inclusive Leadership on Employees' Innovative Behaviors: The Mediation of Psychological Capital. *Frontiers in Psychology*, 10, 1803.
- Ghozali, I., & Laten, H. (2015). *Partial least squares konsep, teknik dan aplikasi menggunakan program SmartPLS 3.0 untuk penelitian empiris* (Ed.2). Badan Penerbit Universitas Diponegoro.
- Guo, Y., Zhu, Y., & Zhang, L. (2022). Inclusive leadership, leader identification and employee voice behavior: The moderating role of power distance. *Current Psychology*, 41(3), 1301–1310. <https://doi.org/10.1007/s12144-020-00647-x>
- Guzman, F. A., & Espejo, A. (2019). Introducing changes at work: How voice behavior relates to management innovation. *Journal of Organizational Behavior*, 40(1), 73–90. <https://doi.org/10.1002/job.2319>
- Haar, J., O'Kane, C., & Daellenbach, U. (2022). High performance work systems and innovation in New Zealand SMEs: testing firm size and competitive environment effects. *The International Journal of Human Resource Management*, 33(16), 3324–3352. <https://doi.org/10.1080/09585192.2021.1894213>
- Han, Q., & Xia, L. (2020). Social media use and employee innovative behavior: The mediating role of employee voice. *An International Journal*, 48(3), 1–7. <https://doi.org/10.2224/sbp.9014>
- Imran, R., & Al-Ansi, K. S. H. (2019). High Performance Work System, Job Engagement and Innovative Work Behavior: An Exploration in Omani Context. *In Proceedings of the 2019 2nd International Conference on Computers in Management and Business*, 24–28. <https://doi.org/10.1145/3328886.3328893>
- Jabbar, J. A., Haider, S., & Qureshi, M. U. (2023). Moderated Mediation between High Performance Work System (HPWS) and Employee Voice Behavior: The Role of Psychological Safety and Supportive Leadership. *Journal of Work and Organizational Psychology*, 39(3), 145–156.
- Javed, B., Khan, A. K., & Quratulain, S. (2018). Inclusive Leadership and Innovative Work Behavior: Examination of LMX Perspective in Small Capitalized Textile Firms. *The Journal of Psychology*, 152(8), 594–612. <https://doi.org/10.1080/00223980.2018.1489767>
- Jiang, J., Ding, W., Wang, R., & Li, S. (2022). Inclusive leadership and employees' voice behavior: A moderated-mediation model. *Current Psychology*, 41(9), 6395–6405. <https://doi.org/10.1007/s12144-020-01139-8>

- Jin, X., Qing, C., & Jin, S. (2022). Ethical Leadership and Innovative Behavior: Mediating Role of Voice Behavior and Moderated Mediation Role of Psychological Safety. *Sustainability*, 14(9), 5125. <https://doi.org/10.3390/su14095125>
- Jolly, P. M., & Lee, L. (2021). Silence is not Golden: Motivating Employee Voice through Inclusive Leadership. *Journal of Hospitality & Tourism Research*, 45(6), 1092–1113. <https://doi.org/10.1177/1096348020963699>
- Jong, J. P. . de, & Hartog, D. N. Den. (2008). *Innovative Work Behavior: Measurement and Validation*.
- Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65–74. <https://doi.org/10.1016/j.bushor.2018.08.010>
- Lee, S. E., & Dahinten, V. S. (2021). Psychological Safety as a Mediator of the Relationship Between Inclusive Leadership and Nurse Voice Behaviors and Error Reporting. *Journal of Nursing Scholarship*, 53(6), 737–745. <https://doi.org/10.1111/jnu.12689>
- Li, H., & Hang, Y. (2017). A Study of the Influence of Inclusive Leadership on Employee Voice Behaviors: the Mediating Effect of LMX. *Proceedings of the 2017 2nd International Conference on Education, Management Science and Economics (ICEMSE 2017)*. <https://doi.org/10.2991/icemse-17.2017.70>
- Liu, C., Wu, M., & Chen, X. (2023). A chain mediation model of inclusive leadership and voice behavior among university teachers: evidence from China. *Scientific Reports*, 13(1), 22377. <https://doi.org/10.1038/s41598-023-50018-2>
- Lukes, M., & Stephan, U. (2017). Measuring employee innovation. *International Journal of Entrepreneurial Behavior & Research*, 23(1), 136–158. <https://doi.org/10.1108/IJEBR-11-2015-0262>
- Mansoor, A., Wahab, S. A., & Jahan, S. (2021). STIMULATION OF INNOVATIVE BEHAVIOR THROUGH THE INCLUSIVE LEADERS AND ENGAGED WORKERS. *Business: Theory and Practice*, 22(2), 249–255. <https://doi.org/10.3846/btp.2021.13363>
- Manzoor, A., John, A., & Chaudhary, S. (2024). *Central Lancashire Online Knowledge ( CLoK ) Avoidance Job Crafting and Employee Innovative Behavior : A Moderated Mediation Analysis*.
- Miao, R., Lu, L., Cao, Y., & Du, Q. (2020). The High-Performance Work System, Employee Voice, and Innovative Behavior: The Moderating Role of Psychological Safety. *International Journal of Environmental Research and Public Health*, 17(4), 1150. <https://doi.org/10.3390/ijerph17041150>
- Mowbray, P. K., Wilkinson, A., & Tse, H. H. M. (2021). High-performance work systems and employee voice behaviour: an integrated model and research agenda. *Personnel Review*, 50(6), 1530–1543. <https://doi.org/10.1108/PR-12-2019-0692>
- Nawaz, K., & Khan, H. (2023). THE HIGH-PERFORMANCE WORK SYSTEM & INNOVATIVE PERFORMANCES: MEDIATING ROLE OF VOICE OPPORTUNITY. *Journal of Social Research Development*, 4(4), 656–668. <https://doi.org/10.53664/JSRD/04-04-2023-01-656-668>
- Qi, L., & Liu, B. (2017). Effects of Inclusive Leadership on Employee Voice Behavior and Team Performance: The Mediating Role of Caring Ethical Climate. *Frontiers in Communication*, 2. <https://doi.org/10.3389/fcomm.2017.00008>
- Rajandran, K., & Subramaniam, A. (2023). HOW INCLUSIVE LEADERSHIP CATALYZE INNOVATIVE WORK BEHAVIOUR: THE MODERATING EFFECT OF PSYCHOLOGICAL OWNERSHIP. *International Online Journal of Educational Leadership*, 7(1), 51–67.

- Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190–203. <https://doi.org/10.1016/j.hrmr.2017.07.002>
- Rasheed, M. A., Shahzad, K., Conroy, C., Nadeem, S., & Siddique, M. U. (2017). Exploring the role of employee voice between high performance work system and organizational innovation in small and medium enterprises. *Journal of Small Bussines and Enterprise Development*, 24(4), 670–688. <https://doi.org/10.1108/JSBED-11-2016-0185>
- Saleem, T., Um-e-Rubbab, Shabab, H., & Irshad, M. (2023). High-Performance Work System and Innovative Work Behavior: The Mediating Role of Knowledge Sharing and Moderating Role of Inclusive Leadership. *International Journal of Business and Economic Affairs*, 8(1), 43–59. <https://doi.org/10.24088/IJBEA-2023-81005>
- Shahzad, K., Arenius, P., Muller, A., Rasheed, M. A., & Bajwa, S. U. (2019). Unpacking the relationship between high-performance work systems and innovation performance in SMEs. *Personnel Review*, 48(4), 977–1000. <https://doi.org/10.1108/PR-10-2016-0271>
- Shakil, R. M., Memon, M. A., & Ting, H. (2021). Inclusive leadership and innovative behaviour: the mediating role of job autonomy. *Quality & Quantity*.
- Siregar, Z. M. E., Suryana, Ahman, E., & Senen, S. H. (2019). Factors Influencing Innovative Work Behavior: An Individisal Factors Perspective. *International Journal Of Scientific & Technology Research*, 8(9), 324–2327.
- Wahid, I. S., & Hyams-Ssekasi, D. (2018). Impact of HPWS on employees' performance within the Bangladeshi telecom sector. *Journal for Global Business Advancement*, 11(4), 516–543. <https://doi.org/10.1504/JGBA.2018.097181>
- Wang, C.-H., Baba, V. V., Hackett, R. D., & Hong, Y. (2019). Employee-experienced High-performance Work Systems in Facilitating Employee Helping and Voice: The Role of Employees' Proximal Perceptions and Trust in the Supervisor. *Human Performance*, 32(2), 69–91. <https://doi.org/10.1080/08959285.2019.1587765>
- Ye, Q., Wang, D., & Guo, W. (2019). Inclusive leadership and team innovation: The role of team voice and performance pressure. *European Management Journal*, 37(4), 468–480. <https://doi.org/10.1016/j.emj.2019.01.006>
- Zhou, W., & Velamuri, V. K. (2018). Key contextual success factors for employee innovative behavior: A study in a foreign manufacturing subsidiary in China. *Cogent Business & Management*, 5(1), 1471770. <https://doi.org/10.1080/23311975.2018.1471770>