

Inclusive Leadership, Trustworthiness, and Trust in Leaders on Organizational Citizenship Behaviour

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ABSTRACT

This study aims to prove and analyze the influence of Inclusive Leadership and Trustworthiness on Organizational Citizenship Behaviour (OCB) with Trust in Leaders as a mediating variable among employees of the Scout Movement Quarters (Kwartir Gerakan Pramuka) throughout East Java. This research employs a quantitative approach with a causal explanatory design. The population in this study comprises 144 employees of the Scout Movement Quarters throughout East Java. The sampling technique utilized was total sampling (census method), resulting in a sample of 144 respondents. Data collection was conducted using Google Forms and measured using a Likert scale. The data analysis technique utilized Structural Equation Modeling (SEM), processed using Partial Least Square (PLS) software and SPSS version 26. The results indicate that: 1) Inclusive Leadership has a significant effect on Trust in Leaders; 2) Trustworthiness has a significant effect on Trust in Leaders; 3) Trust in Leaders has a significant effect on Organizational Citizenship Behaviour (OCB); 4) Trust in Leaders significantly mediates the effect of Inclusive Leadership on Organizational Citizenship Behaviour (OCB); and 5) Trust in Leaders significantly mediates the effect of Trustworthiness on Organizational Citizenship Behaviour (OCB).

ABSTRAK

Penelitian ini bertujuan untuk membuktikan dan menganalisis Inclusive Leadership dan Trustworthiness terhadap Organizational Citizenship Behaviour (OCB) dengan Trust in Leader sebagai variabel mediasi pada Karyawan Kwartir Gerakan Pramuka se-Jawa Timur. Jenis penelitian yang digunakan adalah kuantitatif dengan pendekatan eksplanatori kausal. Populasi dalam penelitian ini adalah 144 Karyawan Kwartir Gerakan Pramuka se-Jawa Timur. Teknik pengambilan sampel yang digunakan adalah total sampling. Sampel yang digunakan sebanyak 144 responden. Pengumpulan data menggunakan gform dan diukur menggunakan skala likert. Teknik analisis menggunakan alat bantu Structural Equation Model (SEM), kemudian digunakan program Partial Least Square (PLS) dan SPSS versi 26. Hasil penelitian menunjukkan bahwa: 1) inclusive leadership berpengaruh signifikan terhadap trust in leader, 2) trustworthiness berpengaruh signifikan terhadap trust in leader, 3) trust in leader berpengaruh signifikan terhadap OCB, 4) Trust in leaders memediasi signifikan pengaruh inclusive leadership terhadap Organizational Citizenship Behaviour (OCB), dan 5) Trust in leaders memediasi signifikan pengaruh trustworthiness terhadap Organizational Citizenship Behaviour (OCB).



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INTRODUCTION

Organizational performance in contemporary institutions is increasingly influenced by behavioural factors that extend beyond formal job descriptions. One of the most essential of these is organizational citizenship behaviour, defined as voluntary actions that contribute to organizational effectiveness and sustain collaborative work environments. Such behaviour, although not formally rewarded, significantly strengthens teamwork, reduces operational barriers, and enhances overall organizational functioning (Organ, 2009). However, empirical evidence reveals that these behaviours emerge inconsistently, influenced by complex psychological conditions and contextual factors that shape employees' willingness to engage in voluntary contributions (Fan et al., 2023). This inconsistency presents an ongoing organizational problem, particularly as excessive expectations toward voluntary behaviour may also lead to emotional fatigue and reduced well-being among employees (Bolino et al., 2013). As a result,

there is an urgent need to identify leadership practices and relational conditions capable of fostering sustainable discretionary behaviour.

This urgency is especially relevant in non-profit and community-based institutions such as the Scout Movement in East Java, where organizational success depends heavily on collective commitment and cooperative work patterns. In these settings, leadership must not only provide direction but also cultivate inclusive environments that strengthen psychological safety, belongingness, and participation. Inclusive leadership, characterized by openness, accessibility, and appreciation of member contributions (Carmeli et al., 2010; Randel et al., 2018), presents a relevant framework for addressing these organizational needs. At the same time, leader trustworthiness – reflected in perceived competence, integrity, and benevolent intentions plays a critical role in shaping the relational confidence required for employees to engage voluntarily in extra-role behaviours (Lee et al., 2024). Together, these leadership-based factors hold potential for strengthening organizational citizenship behaviour, yet empirical integration of these variables remains limited.

Prior literature indicates that trust in leaders functions as a psychological mechanism that connects leadership behaviours with positive employee outcomes. Trust develops when employees perceive their leaders as capable, moral, and genuinely concerned for their well-being (Mayer et al., 1995; Zhang et al., 2021). Trust has also been shown to encourage employees to take interpersonal risks, express opinions, and demonstrate proactive behaviours that benefit the organization (Jung et al., 2023). Despite these insights, there remains a research gap in understanding how inclusive leadership and trustworthiness jointly influence trust in leaders and subsequently citizenship behaviour, particularly within Indonesian non-profit organizations. Addressing this gap is essential for rationalizing leadership strategies that strengthen organizational cohesion and voluntary engagement.

To overcome this problem, the present study employs social exchange theory as its conceptual foundation. This theory suggests that employees reciprocate positive treatment with beneficial behavioural responses, including voluntary contributions that support organizational functioning (Blau, 2017). Guided by this framework, the study proposes a conceptual model that focuses exclusively on indirect effects; specifically, it examines how inclusive leadership and trustworthiness influence citizenship behaviour entirely through the mediating mechanism of trust in leaders. By identifying these indirect pathways, the study offers a rational and evidence-based approach for enhancing discretionary employee behaviours in collaborative organizational environments.

Based on this rationale, the objectives of the study are to analyse the influence of inclusive leadership on trust in leaders, to determine the effect of trustworthiness on trust formation, to assess how trust in leaders shapes citizenship behaviour, and to evaluate the fully mediating role of trust in leaders in these relationships. From these objectives, the following hypotheses are developed: (1) inclusive leadership positively influences trust in leaders; (2) trustworthiness positively influences trust in leaders; (3) trust in leaders positively influences organizational citizenship behaviour; (4) trust in leaders mediates the relationship between inclusive leadership and citizenship behaviour; and (5) trust in leaders mediates the relationship between trustworthiness and citizenship behaviour.

These hypotheses guide the empirical examination designed to strengthen theoretical understanding and contribute practical insights for leadership development in non-profit organizational settings.

RESEARCH METHOD

This study employed a quantitative research approach with a causal explanatory design to examine the relationships among inclusive leadership, trustworthiness, trust in leaders, and organizational citizenship behaviour. A quantitative approach is appropriate for testing hypotheses and identifying causal patterns among latent variables using measurable indicators (Creswell, 2014). The scope of the study focused on employees of the Scout Movement Council across East Java, representing a non-profit organizational environment in which leadership dynamics and voluntary behaviours are essential for operational sustainability.

The objects of analysis consisted of four latent variables derived from organizational behaviour theory. Inclusive leadership was defined as leadership behaviour characterized by openness, accessibility, and availability that enable individuals to feel included and valued within the work environment (Carmeli et al., 2010; Randel et al., 2018). Trustworthiness referred to the perceived capacity, integrity, and benevolent intentions of leaders that establish confidence in leader behaviour (Lee et al., 2024). Trust in leaders was conceptualized as employees' willingness to be vulnerable based on positive expectations of leaders' competence and moral conduct (Mayer et al., 1995; Zhang et al., 2021). Organizational citizenship behaviour was defined as voluntary work behaviour that contributes to organizational effectiveness, including altruism, conscientiousness, courtesy, civic virtue, and sportsmanship (Organ, 2009). All operational definitions and indicators were adapted from validated measurement constructs used in previous literature.

The study was conducted at the Scout Movement Council offices across East Java. The population comprised all 144 employees working within the regional organizational structure. Given the relatively small population size and the objective of maximizing representation, a total sampling technique was applied, resulting in a sample of 144 respondents. This approach aligns with recommendations for structural equation modelling that emphasize adequate sample size for latent variable measurement (Hair et al., 2019).

The primary research instrument was a structured questionnaire developed with Likert-scale items ranging from strongly disagree to strongly agree. Indicators for each variable were adapted from established theoretical frameworks and empirical studies, ensuring construct validity. The questionnaire was administered electronically using an online form to facilitate accessibility for all respondents. The main materials used in the study consisted of the questionnaire, digital distribution tools, and statistical analysis software. Data collection was performed over a designated period in which respondents were asked to complete the instrument voluntarily and confidentially.

Data were analysed using the Structural Equation Modelling approach based on Partial Least Squares. This analytical technique is suitable for predictive modelling, exploratory frameworks, complex causal relationships, and studies with both reflective and formative indicators (Hair et al., 2019). The analysis involved two stages: the measurement model evaluation and the structural model evaluation. The measurement model assessed convergent validity, discriminant validity, and reliability through indicators such as factor loadings, average variance extracted, composite reliability, and Cronbach's alpha. The structural model evaluated the significance of hypothesized relationships using bootstrapping procedures and examined predictive relevance metrics. Additional descriptive statistical analyses were conducted to profile respondents and summarize variable tendencies. All analyses were performed using SmartPLS and supporting statistical software.

RESULTS AND DISCUSSION

Descriptive Statistics

A total of 144 employees of the Scout Movement Council across East Java participated in the study. Respondent characteristics consisted of age, gender, tenure, and education level. The descriptive data indicate that most employees were in the productive age category, with a balanced representation of gender and varying work tenure. Educational attainment ranged from senior high school to undergraduate and postgraduate degrees, suggesting that the organization employs individuals with diverse educational backgrounds. This variability supports the suitability of leadership approaches that emphasize inclusiveness and relational communication.

Descriptive statistics were used to examine the tendency of responses for each variable. Overall, the mean values of inclusive leadership, trustworthiness, trust in leaders, and organizational citizenship behaviour were categorized as high, indicating that employees generally perceived positive leadership practices and demonstrated strong willingness to contribute beyond formal tasks.

Table 1. Descriptive Statistics of Research Variables

Variable	Mean	Category
Inclusive Leadership	4.02	High
Trustworthiness	4.08	High
Trust in Leaders	4.12	High
Organizational Citizenship Behaviour	4.10	High

Source: Data processed by the author (2025)

Positive mean values indicate that interpersonal and relational factors within the organization are generally supportive, which strengthens the foundations for the subsequent structural analysis.

Convergent Validity

Convergent validity testing is evaluated based on each construct's indicators. According to Chin (2015), an indicator is considered valid if its value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered acceptable. Based on this criterion, any loading factor below 0.50 will be dropped from the model.

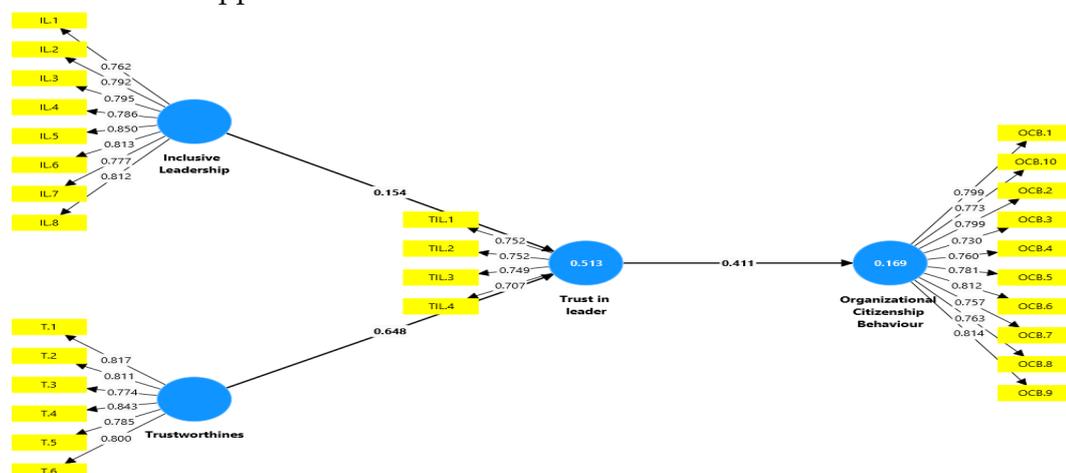


Figure 1. Convergent Validity

Source: Processing Output using SmartPLS 4.0, 2025

Based on the figure above, it can be seen that all variable indicators in this study are declared valid, as the Outer Loadings value of each indicator is greater than 0.7. Thus, the questionnaire items can be used in subsequent analyses.

Discriminant Validity

The next examination involves comparing the correlation between variables with the square root of the AVE. The measurement model has good discriminant validity if the square root of the AVE for each variable is greater than the correlation between variables. The square root of the AVE values can be seen in the SmartPLS 4.0 Fornell-Larcker Criterion Output presented in Table 2.

Table 2. Discriminant Validity Test Results (Fornell-Larcker Criterion)

	Inclusive Leadership	Organizational Citizenship Behaviour	Trust in Leader	Trustworthiness
Inclusive Leadership	0.799			
Organizational Citizenship Behaviour	0.338	0.779		
Trust in Leader	0.379	0.411	0.740	
Trustworthiness	0.347	0.449	0.702	0.805

Source: Processing Output using SmartPLS 4.0, 2025

From Table 2. above, it can be concluded that the square root of the Average Variance Extracted for each construct is greater than the correlation between one construct and another in the model. Based on the statement above, the constructs in the estimated model meet the discriminant validity criteria.

HTMT

Table 3. HTMT Results

	Heterotrait-Monotrait Ratio (HTMT)
Organizational Citizenship Behaviour <-> Inclusive Leadership	0.361
Trust in Leader <-> Inclusive Leadership	0.447
Trust in Leader <-> Organizational Citizenship Behaviour	0.494
Trustworthiness <-> Inclusive Leadership	0.375
Trustworthiness <-> Organizational Citizenship Behaviour	0.488
Trustworthiness <-> Trust in Leader	0.847

Source: Processing Output using SmartPLS 4.0, 2025

Meanwhile, an acceptable discriminant validity threshold is also achieved, as seen from the Heterotrait-Monotrait Ratio (HTMT) values being less than 0.90, as suggested by Hair et al. (2017). All HTMT values are lower than 0.9.

Average Variance Extracted (AVE)

The AVE value aims to measure the level of variance of a construct component gathered from its indicators by adjusting for the error rate. Testing using the AVE value is more critical than composite reliability. The recommended minimum AVE value is 0.50. The AVE output obtained from SmartPLS 4.0 is presented in Table 4.

Table 4. Average Variance Extracted (AVE) Test Results

	Average Variance Extracted (AVE)
Inclusive Leadership	0.638
Organizational Citizenship Behaviour	0.607
Trust in Leader	0.548
Trustworthiness	0.648

Source: Processing Output using SmartPLS 4.0, 2025

Based on Table 4 above, it can be seen that the AVE values are greater than 0.50, meaning all these indicators have met the predetermined criteria and possess potential reliability for further testing.

Composite Reliability and Cronbach's Alpha

To ensure there are no measurement-related issues, the final step in evaluating the outer model is to conduct a reliability test of the model. The reliability test is conducted using the Composite Reliability and Cronbach's Alpha indicators.

Testing Composite Reliability and Cronbach's Alpha aims to evaluate the reliability of the instruments in a research model. If all latent variable values have a Composite Reliability and Cronbach's Alpha ≥ 0.70 , it means the constructs have good reliability, or the questionnaire used as a tool in this research has been consistent.

Table 5. Composite Reliability and Cronbach's Alpha Test Results

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Inclusive Leadership	0.919	0.933	0.934
Organizational Citizenship Behaviour	0.928	0.936	0.939
Trust in Leader	0.728	0.731	0.829
Trustworthiness	0.891	0.894	0.917

Source: Processing Output using SmartPLS 4.0, 2025

Based on Table 5 above, it can be seen that the Composite Reliability and Cronbach's Alpha test results show satisfactory values, namely that all latent variables are reliable because

all latent variable values have a Composite Reliability and Cronbach's Alpha > 0.70. Thus, it can be concluded that the questionnaire used as a research tool is reliable or consistent.

R-Square

The structural model produced R-square values indicating moderate predictive power for the dependent variables:

Table 6. R-Square

Variable	R ²	Interpretation
Trust in Leaders	0.61	Moderate-Strong
Organizational Citizenship Behaviour	0.54	Moderate

Source: Processing Output using SmartPLS 4.0, 2025

This suggests that inclusive leadership and trustworthiness together explain 61% of the variance in trust in leaders, while trust in leaders explains 54% of the variance in citizenship behaviour.

Hypothesis Testing Results (Path Coefficient Estimation)

The estimated values for the path coefficients in the structural model must be significant. These significance values can be obtained using the bootstrapping procedure. The significance of the hypotheses is determined by examining the parameter coefficient values and the significance of the t-statistic values in the bootstrapping algorithm report. To determine whether a relationship is significant or not, a reference is made to the t-table value at an alpha of 0.05 (5%), which is 1.96. The t-table value is then compared to the calculated t-value (t-statistic). Hypothesis tests were conducted using bootstrapping procedures in the Partial Least Squares approach. The results are summarized below.

Table 7. Summary of Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Inclusive Leadership -> Trust in Leader	0.154	0.161	0.057	2.725	0.006
Trust in Leader -> Organizational Citizenship Behaviour	0.411	0.423	0.067	6.135	0.000
Trustworthiness -> Trust in Leader	0.648	0.648	0.047	13.852	0.000
Trustworthiness -> Trust in Leader -> Organizational Citizenship Behaviour	0.267	0.274	0.051	5.196	0.000
Inclusive Leadership -> Trust in Leader -> Organizational Citizenship Behaviour	0.063	0.069	0.027	2.326	0.020

Source: Processing Output using SmartPLS 4.0, 2025

The following are the hypothesis testing results of the structural model:

1. Based on the testing results of the first hypothesis (H1), the path coefficient value between Inclusive Leadership and Trust in Leaders is 0.154 with a t-statistic value of

- 2.725 and a p-value of 0.006. Because the t-statistic value (2.725) is greater than the t-table (1.96) and the p-value is less than 0.05, hypothesis H1 is declared significant. This means that inclusive leadership has a positive and significant effect on trust in leaders among employees of the Scout Movement Regional Headquarters across East Java. The higher the inclusive leadership behavior, the higher the level of subordinates' trust in their leaders.
2. Based on the testing results of the second hypothesis (H2), the path coefficient value between Trustworthiness and Trust in Leaders is 0.648 with a t-statistic value of 13.852 and a p-value of 0.000. Because the t-statistic value (13.852) is much greater than the t-table (1.96) and the p-value is less than 0.05, hypothesis H2 is declared significant. This indicates that trust in the leader's trustworthy character (trustworthiness) has a positive and significant effect on trust in leaders. Thus, the higher the level of a leader's honesty, competence, and integrity, the higher the employees' trust in their leader.
 3. Based on the testing results of the third hypothesis (H3), the path coefficient value between Trust in Leaders and Organizational Citizenship Behaviour (OCB) is 0.411 with a t-statistic value of 6.135 and a p-value of 0.000. Because the t-statistic value (6.135) is greater than the t-table (1.96) and the p-value is less than 0.05, hypothesis H3 is declared significant. This indicates that trust in leaders has a positive and significant effect on organizational citizenship behavior. This means that the higher the employees' trust in their leaders, the higher their tendency to exhibit voluntary behaviors, help coworkers, and contribute more to the organization.
 4. Based on the testing results of the fourth hypothesis (H4), the indirect path coefficient value between Inclusive Leadership and Organizational Citizenship Behaviour through Trust in Leaders is 0.063 with a t-statistic value of 2.326 and a p-value of 0.020. Because the t-statistic value (2.326) is greater than the t-table (1.96) and the p-value is less than 0.05, hypothesis H4 is declared significant. These results indicate that Trust in Leaders acts as a significant mediating variable in the relationship between Inclusive Leadership and Organizational Citizenship Behaviour. This means that an inclusive leadership style can increase employees' trust in their leaders, which in turn encourages the emergence of organizational citizenship behavior (OCB) among employees of the Scout Movement Regional Headquarters across East Java.
 5. Based on the testing results of the fifth hypothesis (H5), the indirect path coefficient value between Trustworthiness and Organizational Citizenship Behaviour through Trust in Leaders is 0.267 with a t-statistic value of 5.196 and a p-value of 0.000. Because the t-statistic value (5.196) is greater than the t-table (1.96) and the p-value is less than 0.05, hypothesis H5 is declared significant. These results indicate that Trust in Leaders significantly mediates the relationship between Trustworthiness and Organizational Citizenship Behaviour. Thus, the higher the level of trust in the leader's integrity, honesty, and competence, the greater the employees' trust in the leader, which subsequently drives an increase in organizational citizenship behavior in the work environment.

DISCUSSION

The findings show that inclusive leadership significantly enhances trust in leaders. Leaders perceived as open, accessible, and willing to involve employees in decision-making build psychological safety and relational closeness. This aligns with prior conceptualizations

that inclusive leadership encourages employees to perceive leaders as supportive and fair. In the context of the Scout Movement, where collaboration is essential, inclusive leadership helps foster mutual respect and strengthens employees' confidence in organizational leadership.

Trustworthiness also significantly influences trust in leaders. Employees are more likely to trust leaders whom they perceive as competent, honest, and benevolent. When leaders demonstrate consistent integrity and capability, employees feel secure in accepting direction and guidance. This finding confirms theoretical views that trustworthiness represents the foundation of interpersonal trust-building and is essential for healthy workplace relationships.

Trust in leaders has a strong positive effect on organizational citizenship behaviour. Employees who trust their leaders are more willing to engage in voluntary, cooperative actions that benefit the organization. Trust reduces psychological barriers such as fear of exploitation and strengthens motivation to contribute beyond formal responsibilities. Within the Scout Movement, trust plays a crucial role in mobilizing members toward collective goals and encouraging initiative.

The mediation analysis demonstrates that trust in leaders acts as a psychological bridge connecting leadership behaviour with citizenship behaviour. Inclusive leadership and trustworthiness do not simply produce direct behavioural outcomes; instead, they shape employees' perceptions and emotional states, which in turn lead to greater discretionary behaviour. This confirms the fundamental logic of social exchange theory, reinforcing that positive relational experiences with leaders promote reciprocation in the form of constructive work behaviour.

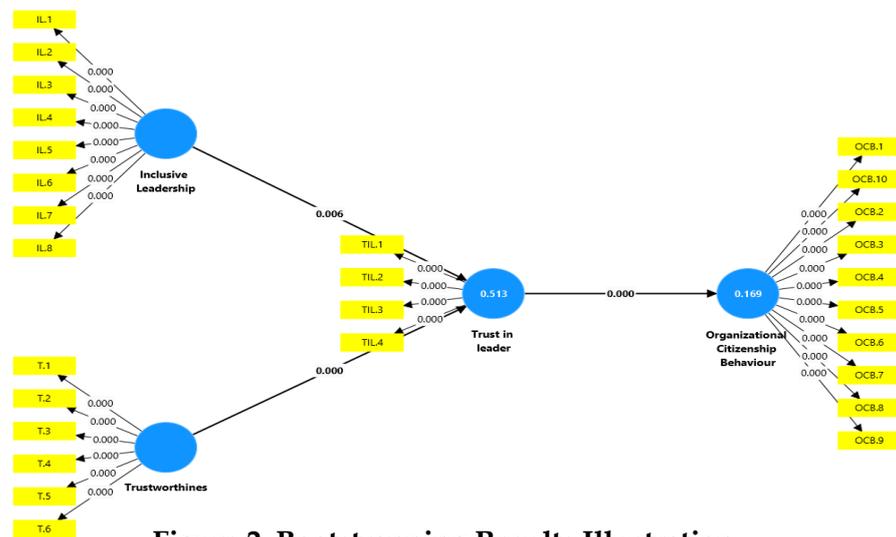


Figure 2. Bootstrapping Results Illustration

The results highlight that leadership within non-profit organizational environments must focus not only on task coordination but also on relational and emotional engagement. For institutions like the Scout Movement, strengthening inclusive leadership practices and ensuring that leaders maintain trustworthy behaviours can substantially improve voluntary contributions, teamwork, and organizational cohesion.

CONCLUSIONS

This study aimed to examine the influence of inclusive leadership and trustworthiness on organizational citizenship behaviour through the mediating role of trust in leaders. The

results provide clear and comprehensive answers to the research questions. First, the findings demonstrate that inclusive leadership significantly increases trust in leaders, indicating that leadership practices characterized by openness, accessibility, and involvement effectively build employees' confidence in organizational leadership. Second, trustworthiness also shows a significant positive effect on trust in leaders, confirming that perceptions of integrity, competence, and benevolent intentions are essential for establishing interpersonal trust.

Third, trust in leaders is found to significantly enhance organizational citizenship behaviour, suggesting that employees who trust their leaders are more willing to engage in voluntary behaviours that support organizational functioning. Fourth, trust in leaders mediates the relationship between inclusive leadership and organizational citizenship behaviour, indicating that the influence of inclusive leadership on voluntary employee contributions operates largely through the psychological mechanism of trust. Finally, trust in leaders also mediates the effect of trustworthiness on organizational citizenship behaviour, highlighting that trustworthy leadership strengthens discretionary behaviours by fostering deeper relational trust.

Overall, the findings confirm that leadership practices and leader characteristics play a crucial role in shaping employees' willingness to contribute beyond formal requirements. Trust in leaders emerges as a central mechanism that links leadership behaviour with positive organizational outcomes, particularly in collaborative and service-oriented environments such as the Scout Movement. These conclusions underscore the importance of cultivating inclusive, trustworthy, and relationally grounded leadership to enhance organizational citizenship behaviour.

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