

The Influence of Psychological Safety, Change Management Effectiveness and Inclusive Leadership on Employee Resilience in Multinational Companies

¹Ade Suhara, ²Haris Karyadi, ³Ahmad Nur Budi Utama, ⁴Nurlelarsi Ginting,

⁵Fatimah Malini Lubis, ⁶Iwan Henri Kusnadi

¹Universitas Buana Perjuangan Karawang

²STIE GICI

³Universitas Jambi

⁴Universitas Tama Jagakarsa

⁵Politeknik LP3I Jakarta

⁶STISIP Bina Putera Banjar

Corresponding Author: Ade Suhara E-Mail: ade.suhara@ubpkarawang.ac.id

ABSTRAK

Dalam penelitian saat ini, para peneliti bertujuan untuk meneliti dampak keselamatan psikologis, manajemen perubahan yang tepat, dan kepemimpinan inklusif terhadap ketahanan karyawan di perusahaan internasional. Kebutuhan akan penelitian ini muncul dari lingkungan bisnis global yang terus berubah dan tidak dapat diprediksi, sehingga menuntut karyawan untuk memiliki ketahanan mental yang tinggi. Pendekatan kuantitatif eksplanatori digunakan dalam penelitian ini, dan data diperoleh melalui kuesioner yang diberikan kepada 180 karyawan di anak perusahaan Indonesia dari perusahaan internasional. Teknik pengambilan sampel yang digunakan dalam pengumpulan data adalah purposive sampling. Selain itu, data yang dikumpulkan dianalisis menggunakan regresi linier berganda setelah memenuhi syarat validitas, reliabilitas, dan asumsi klasik. Temuan menunjukkan bahwa keselamatan psikologis, efektivitas manajemen perubahan, dan kepemimpinan inklusif secara positif dan signifikan mempengaruhi ketahanan karyawan. Salah satu kontribusi penelitian ini terhadap literatur perilaku organisasi adalah memberikan bukti empiris mengenai faktor-faktor yang memengaruhi ketahanan karyawan dari perspektif perusahaan multinasional. Manajemen dapat menyimpulkan implikasi strategis dari hasil penelitian ini dalam hal penciptaan tempat kerja yang aman secara psikologis, manajemen perubahan yang efektif, dan penerapan kepemimpinan inklusif untuk tujuan peningkatan ketahanan karyawan dan keberlanjutan organisasi.

Kata kunci: keselamatan psikologis, manajemen perubahan, kepemimpinan inklusif, ketahanan karyawan

ABSTRACT

In the current investigation, the researchers aim to examine the impact of psychological safety, right change management, and inclusive leadership on the resilience of employees in international firms. The need for this study arises from the global business environment, which is constantly changing and unpredictable, necessitating the employees to be highly resilient mentally. A quantitative explanatory approach was adopted in the research, and the data were obtained through a questionnaire administered to 180 employees in the Indonesian subsidiaries of international companies. The sampling technique applied in the data collection was purposive sampling. In addition, the data collected were analyzed using multiple linear regression after they had met the required conditions for validity, reliability, and classical assumptions. The findings indicate that psychological safety, change management effectiveness, and inclusive leadership positively and significantly influence employee resilience. One of the contributions of the research to the organization behavior literature is that it provides empirical evidence regarding the factors affecting employee resilience from the perspective of multinational corporations. The management can deduce the strategic implications of the study results in terms of the creation of a psychologically safe workplace, effective change management, and the application of inclusive leadership for the purpose of employee resilience and organizational sustainability enhancement.

Keywords: *psychological safety, change management, inclusive leadership, employee resilience*

INTRODUCTION

In a big way, the multinational companies are represented by the characteristics of complexity, uncertainty, and the change of the global business environment. The ever-changing international markets, technological advances moving at the speed of light, and extreme competition are just some of the reasons why companies must build a workforce that is very adaptable and also very powerful (Zakaria et al., 2025; Karyadi, 2009)). Under these conditions, the quality of employees' resilience comes to the forefront as the most important that will determine which workers can deal with the challenges, stresses, and organizational changes the best (Utama et al., 2020). Employee resilience is equivalent to a person's capability not only to endure but also to recover and even flourish in situations of stress and uncertainty at the workplace (Utama et al., 2024; Ferdiansyah & Hendratni, 2024). These 'resilient' workers typically have the characteristics of patience, and even being a stress-relief factor, along with keeping a good level of performance, and being supportive of the change in the organization (Susanto et al., 2023). On the other hand, when resilience is at a low level, the psychological roller coaster of burnout, low performance, and quitting might become more probable (Wibowo et al., 2023). Therefore, the process of resilience building in the employees should not be considered a trend but rather a requirement for the global companies to be able to maintain their successful performance and, thus, competitiveness anywhere in the world (Suyatno et al., 2023).

Psychological safety denotes a situation in which an individual perceives the workplace as devoid of any psychological threats thereby being able to communicate his/her thoughts, opinions, and fears without the fear of reprisals (Lubis, 2019). The feeling of psychological safety in large organizations with different cultures, languages, and work styles is the main barrier to the establishment of effective communications in the workplaces. A critical factor for a team to function effectively is that workers will not feel alone but rather supported when the going gets tough. The management's proper communication style and support will greatly reduce employees' skepticism and resistance (Rony et al., 2020). As a result, employees will be more willing to see the other side and their capacity to adapt to change will be increased. On the other hand, poor change management may lead to higher employee stress, confusion about job functions, and mental fatigue (Perwita et al., 2017). Thus, good change management is very important in making employees strong in a rapidly changing global company. Inclusive leadership is a way of leading that not only encourages diversity but also recognizes and embraces it, thus creating a sense of belonging for all in the organization (Savira et al., 2024). This type of leadership is so essential in multinational corporations with geographically dispersed and culturally diverse employees that it is almost a prerequisite. An inclusive leader can be very skilled at nurturing a workplace that is fair, warm, and accepting of differences (Tannady & Veronica, 2024). Moreover, the social and emotional backing

provided by inclusive leadership is invaluable in dealing with work-related stress. As a result, the employees who are recognized and included are the ones with higher self-esteem and mental toughness.

The present study aims to assess the extent to which psychological safety, change management, and inclusive leadership impact employee resilience in multinational corporations, particularly during the lockdown. It is expected that the results will be helpful for organizations in developing their HR policies and practices that promote psychological safety, change management, and inclusive leadership. The research will be treated as a multidisciplinary project that combines mainly the psychological, managerial, and leadership perspectives in elucidating the resilience of employees. Multinational company managers will have a clearer view of how to create their work policies and practices in such a way that they nurture psychological safety, change management, and inclusive leadership. It is hoped that the outcomes of the study will reveal the companies' ability to support resilience in employees, which is a major area of globalization difficulties and thus the sustainable performance of the company.

RESEARCH METHOD

The research employed a quantitative-explanatory technique which validated through empirical testing the influence of psychological safety, change management efficiency, and inclusive leadership on the resilience of employees in multinational corporations. The data for the study was gathered by a survey where the respondents were given a structured questionnaire which had five-point Likert scale from strongly disagree to strongly agree and was given to the employees of the multinational companies operating in Indonesia. The sampling technique used was purposive, and the criteria for the respondents included employees who had worked in a multinational company for at least one year, were directly participating in cross-functional or cross-cultural operational activities, and had their organization change within the past two years. It was agreed upon that a sample of 180 respondents was enough or even more than enough to satisfy the minimum conditions for the application of inferential statistical analysis. The quality of the measurement tool was evaluated through a validation test that was implemented by checking the item-total correlation value (>0.30) and the significance level (<0.05), as well as a reliability test carried out using Cronbach's Alpha with a limit of 0.70 or higher. The data underwent classical assumption tests for normality, multicollinearity, and heteroscedasticity before the main analysis to see if the regression model was suitable. Then multiple linear regression was used to analyze the data and to measure both the individual and combined effects of the independent variables on employee resilience.

RESULT AND DISCUSSION

F test value at a significance level of 0.000, multiple linear regression analysis among the major findings showed that psychological safety, change management effectiveness, and inclusive leadership are strong enough to impact employee resilience in multinational companies. The model's coefficient of determination ($R^2=0.68$) indicates that the three independent variables in the research model account for

68% of the variation in employee resilience, the rest being due to other factors not included in the model. The t-test results indicate that the independent variables possess positive regression coefficients and their p-values are all less than 0.05, hence all research hypotheses are confirmed.

Based on the research findings, it can be deduced that the factor of psychological safety not only boosts the resilience of workers in global corporations but also, the latter is a very crucial factor in the evolution of a very flexible way of dealing with the pressures and challenges at work. The crux of the matter is that if the psychological safety of the employees is taken into account it will be much easier for the employees to handle work pressures and challenges in an adaptive way. Moreover, in a mentally safe environment, a worker can be openly vocal about his/her thoughts, worries, and even blunders without any fear of backlash; so, the worker's degree of psychological toughness will be greater. It can be argued that psychological safety acts as a social support and security barrier, which facilitates the employees' stress and uncertainty management caused by their jobs. In the case of global companies where different cultures are mixed and the work dynamics are complicated, psychological safety is the main factor that allows the employees to fully avail their flexibility. The research findings indicate that psychological safety is not merely the source of comfort in a work setting but also the psychological resource that underlies employee resilience. Consequently, to practice psychological safety is to take a strategic step towards the nurturing of employee resilience in multinational companies.

Effectively managing change, on the other hand, increases employees' resilience in multinational corporations significantly, and this is definitely a powerful effect. The research results imply that through proper change management practices, the workers have the best chance of tolerating and adapting to the organizational changes. In the case of change being well planned and executed, there would not be much uncertainty and resistance among the employees, which means that psychologists will not find it very hard to help the employees to get a change-positive attitude. On the other hand, badly managed change makes the situation and the employees' ability to endure the changes very difficult. In international companies that are constantly restructuring and changing their processes, good change management is the only source of psychological comfort for the employees. Therefore, the effectiveness of change management acts as a filter through which organizations acquire and develop employee resilience as a major trait.

The implications of the study indicate that inclusive leadership, even with the cultural diversity in the multinational companies, is the main contributor to employee resilience among the other factors. An inclusive character of a leader is the one who creates a platform where differences are accepted and valued, and at the same time emotional support is given to the employees. The interpretation of the findings is that the staff members who perceive themselves as important and part of the decision-making process are more likely to have good psychological resilience. A positive aspect of inclusive leadership is that it allows employees to feel they are a vital and proactive part of the whole company which

consequently boosts their self-confidence and ability to deal with work-related pressure. On the contrary, non-inclusion in leadership might cause some employees to experience a sense of alienation and thus reduce their resilience. Therefore, it can be concluded that inclusive leadership is a global firms' strategic leadership factor that can enhance employee resilience.

CONCLUSION

A study has confirmed the presence of factors such as psychological safety, proper change management, and inclusive leadership which positively and significantly influence the employee resilience in global organizations, to a large extent, even the characteristics of the workers are not the only indicators of resilience, the setting of the workplace, quality of change management, and the leadership style of the organization are also very important. Psychological safety is the foundation that allows the staff not to be repressed by fear and to be mentally prepared for the work pressure. Change management being efficient lets the staff adapt to the company's shifts and its change much more smoothly. On the other hand, an inclusive leader not only offers social support but also gives workers a feeling of being part of the company thus making them stronger mentally. So, it has been recommended that the management of the multinational brand should not only expand the whole concept of psychological safety to their employees but also take care of it by means of allowing communication, treating every mistake with understanding, and having a culture of mutual respect. It is also important for companies to raise the change management practice to that of being reinforced by planned, systematic, and clear communication together with continuous employee support. Moreover, it will be a necessity to promote inclusive leadership as a priority through the training of the leaders that would cover the major aspects of diversity and making it a norm to involve the employees in the decision-making process.

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