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# The Influence of Inclusive Leadership and Intellectual Capital on Sustainable Organizational Performance through Collaborative Culture Mediation

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A B S T R A C T
This study aims to analyze inclusive leadership, intellectual capital, and the mediating role of collaborative culture on sustainable organizational performance. The population of this study were employees of the Tangerang City Food Security Agency, with a sample of all agency employees. The data analysis method used the Structural Equation Model-Partial Least Square (SEM-PLS). The results found that inclusive leadership, intellectual capital, and collaborative culture have a positive and significant influence on sustainable organizational performance. Collaborative culture is also able to mediate inclusive leadership style and intellectual capital possessed by the agency organization in improving sustainable organizational performance.

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## INTRODUCTION

The background of this research begins with an awareness of the importance of sustainable development as a solution to the multidimensional crises facing the world, encompassing economic, social, and environmental aspects. Conventional development models oriented towards rapid economic growth have been proven to trigger social inequality, environmental degradation, climate change, and ecosystem damage. Therefore, a new paradigm is needed that balances economic, social, and environmental performance, in accordance with the concept of sustainable development introduced in the Brundtland Report (1987). This approach is in line with the Sustainable Development Goals (SDGs) declared by the United Nations as a global framework to address poverty, hunger, inequality, and environmental degradation through collaborative partnerships across sectors.

Public organizations play a central role in implementing sustainability principles due to their role as public service providers focused on the public interest. Integrating sustainable performance strategies across the public sector is crucial, not only to ensure good governance but also to serve as role models for implementing sustainable practices. The Tangerang City Food Security Agency is one such public entity with a strategic mandate in the area of food security, encompassing everything from food distribution and availability, addressing food insecurity, to overseeing food safety. This role aligns with the second goal of the SDGs, "Zero Hunger."

Despite its important role, the sustainable performance of the Tangerang City Food Security Agency still faces various challenges. Prevalence of Undernourishment (PoU) data shows a persistently high number of residents experiencing food insecurity. The Government Agency Performance Report (LKjIP) for the 2022–2024 period recorded performance that fell short of targets, even declining in 2024. Furthermore, the Slaughterhouse Implementation Unit (UPT RPH) was found to have failed to comply with waste management and environmental management standards, the contribution of the agriculture and fisheries sector to Gross Regional Domestic Product (GRDP) was relatively low, and the plant seed distribution service provided by the UPT PBTPHP did not optimally meet farmers' needs.

Based on the results of the pre-survey and interviews, the dominant factors influencing the Agency's low sustainable performance include less inclusive leadership practices, suboptimal intellectual capital management, and a weak collaborative culture in the workplace. Leadership is considered less open, lacks participation, and fails to build strong trust. Knowledge management, skills, and strategic organizational relationships have not been optimally utilized. Furthermore, collaboration between work units remains low, creating silos between departments that hinder synergy.

A literature review reveals conflicting research findings regarding the influence of inclusive leadership, intellectual capital, and collaborative culture on sustainable organizational performance. Some studies demonstrate a positive and significant influence, while others find no significant relationship. This research gap presents an opportunity for further study, particularly in the context

of public organizations such as the Tangerang City Food Security Agency. Therefore, this study is designed to analyze in-depth the relationship between these three variables, with collaborative culture as a mediating variable, to generate strategic recommendations for improving sustainable organizational performance and achieving the SDGs at the regional level.

## LITERATURE REVIEW

### *Sustainable Development Goals* (SDGs)

A study by Vale et al. (2022) demonstrated the influence of all components of intellectual capital—human capital, structural capital, and relational capital—on an organization's sustainable performance. Managing intangible assets, such as the knowledge held by organizational members, helps improve organizational performance across three dimensions (economic, environmental, and social). Intellectual capital assets are drivers of innovation necessary for organizational sustainability, contributing to Goal 4 (quality education) of the SDGs. Intellectual capital is the foundation of innovation (Stewart, 1997), demonstrating alignment with Goal 9 (Innovation). In the food sector, the ability to sustainably feed the world depends on the utilization of intellectual assets from all food system actors. Therefore, intellectual capital management can drive innovation in the food sector.

### *Sustainable Organizational Performance*

The definition of sustainable organizational performance is stated by Buyukozkan (2018) as the total amount of impactThe negative or positive economic, environmental, and social aspects of an entity against a defined baseline. An organization's economic performance should reflect its economic impact on society. Environmental performance relates to the organization's impact on natural systems, ecosystems, land, water, and air and includes performance related to consumption, such as raw materials, water or energy use, waste production, or emissions of waste and gases. Social performance addresses the impact of an organization's activities on the social systems in which it operates. Social performance encompasses attention to employment practices and decent work, as well as the consequences of the organization's actions on society or its products.

### *Inclusive Leadership*

Hollander (2009) also defined inclusive leadership as a mutually beneficial leadership approach between leaders and followers, focusing on the vision of interdependent relationships and shared goals. Hollander emphasized the importance of followers in these relationships and focused on their understanding of leadership. Bourke and Dillon (2018) defined inclusive leadership as a leadership style that prioritizes the importance of diversity, equality, and inclusion within an organization. Inclusive leaders are aware of their own biases and make deliberate efforts to incorporate other perspectives into decision-making.

### *Intellectual Capital*

Intellectual capital is defined as an organization's wealth in the form of knowledge, information, and infrastructure that generate high asset value for the organization (Stewart, 1997). Intellectual capital is an intangible asset owned by an organization such as information technology networks, competencies, employee efficiency, and customer relationships that can increase organizational value (Williams, 2001). Intellectual capital includes ownership of marketing knowledge, trend knowledge, effective human resource management, technological advances, and professional skills that provide a distinct advantage for the organization in the market (Edvinsson and Malone, 1997).

### *Collaborative Culture*

Collaboration is a process governed by a set of norms and behaviors that maximize individual contributions while leveraging the collective intelligence of everyone involved (Kelly, 2014). Collaboration is the way a group of people collectively explores ideas to produce solutions that transcend the limited vision of one person (Maynard in Kelly, 2014). Collaboration occurs when individual goals are subordinated to collective achievement, exchanges focus on the give and take of strategies and ideas, and the results often lead to new ways of working (Ashkenas, 2012). Thus, a collaborative culture is the values, beliefs, and behaviors widely shared by members of an organization (Schein, in Ahmad et al., 2016) built on a philosophy of member orientation through cooperation, shared trust, and team spirit (Guerra et al. in Ahmad et al., 2016).

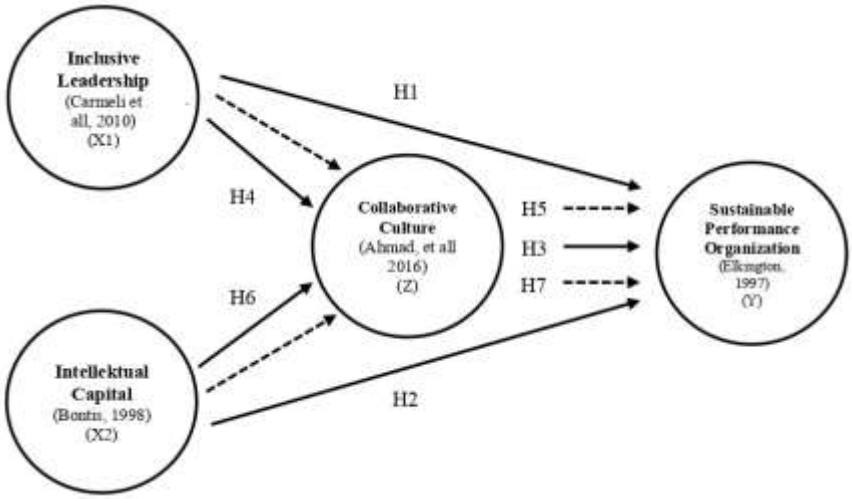


Figure 1. Research Framework

1. Hypothesis 1: Inclusive leadership has a positive and significant effect on sustainable organizational performance.
2. Hypothesis 2: Intellectual capital has a positive and significant effect on sustainable organizational performance.
3. Hypothesis 3: Collaborative culture has a positive and significant effect on sustainable organizational performance.
4. Hypothesis 4: Inclusive leadership has a positive and significant effect on collaborative culture.

5. Hypothesis 5: Collaborative culture mediates the influence of inclusive leadership on sustainable organizational performance.
6. Hypothesis 6: Intellectual capital has a positive and significant effect on collaborative culture.
7. Hypothesis 7: Collaborative culture mediates the influence of intellectual capital on sustainable organizational performance.

## METHODOLOGY

This research methodology uses a quantitative approach with an explanatory research design to analyze the relationship between inclusive leadership, intellectual capital, collaborative culture, and sustainable organizational performance. The study population was all employees of the Tangerang City Food Security Agency, using a census sampling technique so that all employees became respondents. Data collection was conducted through the distribution of questionnaires compiled based on indicators of each variable, using a five-point Likert scale to measure the level of respondents' perceptions. The operational definition of the variables includes four main constructs: inclusive leadership as the independent variable (X1), intellectual capital as the second independent variable (X2), collaborative culture as the mediating variable (Z), and sustainable organizational performance as the dependent variable (Y). Each construct is described into dimensions and measurable indicators adapted from previous literature. The variables are measured using standardized instruments that have been tested for validity and reliability.

Data analysis was conducted using the Structural Equation Modeling-Partial Least Square (SEM-PLS) method using SmartPLS software. The analysis process includes two main stages: evaluation of the measurement model (outer model) to test convergent validity, discriminant validity, and reliability, and evaluation of the structural model (inner model) to assess the relationship between variables through the R-square, Q-square, f-square, and path coefficient tests. Hypothesis testing was conducted to measure the direct, indirect, and mediating effects of collaborative culture on the relationship between inclusive leadership and intellectual capital and sustainable organizational performance. Significance was determined based on the p-value ($<0.05$) and t-statistic ($>1.96$) as criteria for accepting or rejecting the hypothesis.

With this design and method, the research is expected to be able to provide a comprehensive empirical picture of the role of inclusive leadership and intellectual capital in improving sustainable organizational performance, as well as testing the extent to which collaborative culture can mediate this relationship in a public organization environment.

## RESEARCH RESULT AND DISCUSSION

### *Outer Model Test Results*

### *1. Outer Loading Testing*

Table 1. Outer Loading Values

| Indicator | X1 - Inclusive Leadership | X2 - Intellectual Capital | Z - Collaborative Culture | Y - Sustainable Organizational Performance | Information |
|---|---|---|---|---|---|
| IL1 | 0.860 | | | | Valid |
| IL2 | 0.821 | | | | Valid |
| IL3 | 0.729 | | | | Valid |
| IL4 | 0.820 | | | | Valid |
| IL5 | 0.834 | | | | Valid |
| IL6 | 0.855 | | | | Valid |
| IL7 | 0.773 | | | | Valid |
| IL8 | 0.837 | | | | Valid |
| IL9 | 0.769 | | | | Valid |
| IC1 | | 0.828 | | | Valid |
| IC2 | | 0.886 | | | Valid |
| IC3 | | 0.816 | | | Valid |
| IC4 | | 0.823 | | | Valid |
| IC5 | | 0.871 | | | Valid |
| IC6 | | 0.835 | | | Valid |
| IC7 | | 0.853 | | | Valid |
| IC8 | | 0.859 | | | Valid |
| IC9 | | 0.835 | | | Valid |
| CC1 | | | 0.786 | | Valid |
| CC2 | | | 0.762 | | Valid |
| CC3 | | | 0.782 | | Valid |
| CC4 | | | 0.728 | | Valid |
| CC5 | | | 0.778 | | Valid |
| CC6 | | | 0.819 | | Valid |
| CC7 | | | 0.785 | | Valid |
| CC8 | | | 0.791 | | Valid |
| CC9 | | | 0.817 | | Valid |
| SOP1 | | | | 0.796 | Valid |
| SOP2 | | | | 0.850 | Valid |
| SOP3 | | | | 0.857 | Valid |
| SOP4 | | | | 0.757 | Valid |
| SOP5 | | | | 0.722 | Valid |
| SOP6 | | | | 0.832 | Valid |
| SOP7 | | | | 0.857 | Valid |
| SOP8 | | | | 0.788 | Valid |
| SOP9 | | | | 0.802 | Valid |

*Source: Author's data processing*

Measurements of each variable indicator item in this study, as shown in Table 1, show that all items forming each variable are declared valid because they have an outer loading value above 0.708.

### 2. *TestingAverage Variance Extracted (AVE)*

Table 2. AVE test results

| Variables | *Average Variance Extracted* (AVE) | Information |
|---|---|---|
| X1 - Inclusive Leadership | 0.659 | Valid |
| X2 - Intellectual Capital | 0.715 | Valid |
| Y - Sustainable Organizational Performance | 0.653 | Valid |
| Z - Collaborative Culture | 0.614 | Valid |

*Source: Author's data processing*

MarkThe AVE of the research variables as shown in table 2 is all above 0.50, so the research instrument is declared valid.

## *Discriminant Validity Testing*

### 1. *Fornell Larcker*

Table 3. Test results of Fornell Larcker

| Variables | X1 - Inclusive Leadership | X2 - Intellectual Capital | Y – Sustainable Organizational Performance | Z – Collaborative Culture | Information |
|---|---|---|---|---|---|
| X1 - Inclusive Leadership | 0.812 | | | | Valid |
| X2 - Intellectual Capital | 0.826 | 0.845 | | | Valid |
| Y - Sustainable Organizational Performance | 0.772 | 0.787 | 0.808 | | Valid |
| Z - Collaborative Culture | 0.756 | 0.754 | 0.779 | 0.784 | Valid |

*Source: Author's data processing*

The data in table 3 shows the valueFornel Larcker, if each construct is greater than the correlation value between one construct and another, then the instrument in this study is declared valid.

### 2. *Cross Loading*

Table 4. Cross loading test results

| Indicator | X1 - Inclusive Leadership | X2 - Intellectual Capital | Z - Collaborative Culture | Y -Sustainable Organizational Performance | Information |
|---|---|---|---|---|---|
| IL1 | 0.860 | 0.739 | 0.644 | 0.614 | Valid |
| IL2 | 0.821 | 0.712 | 0.586 | 0.661 | Valid |
| IL3 | 0.729 | 0.547 | 0.502 | 0.547 | Valid |
| IL4 | 0.820 | 0.603 | 0.529 | 0.568 | Valid |

| | | | | | |
|---|---|---|---|---|---|
| IL5 | 0.834 | 0.674 | 0.644 | 0.621 | Valid |
| IL6 | 0.855 | 0.728 | 0.634 | 0.681 | Valid |
| IL7 | 0.773 | 0.657 | 0.660 | 0.650 | Valid |
| IL8 | 0.837 | 0.691 | 0.659 | 0.675 | Valid |
| IL9 | 0.769 | 0.656 | 0.636 | 0.600 | Valid |
| IC1 | 0.696 | 0.828 | 0.635 | 0.712 | Valid |
| IC2 | 0.723 | 0.886 | 0.665 | 0.746 | Valid |
| IC3 | 0.678 | 0.816 | 0.568 | 0.634 | Valid |
| IC4 | 0.681 | 0.823 | 0.568 | 0.567 | Valid |
| IC5 | 0.783 | 0.871 | 0.650 | 0.711 | Valid |
| IC6 | 0.608 | 0.835 | 0.562 | 0.620 | Valid |
| IC7 | 0.682 | 0.853 | 0.717 | 0.642 | Valid |
| IC8 | 0.722 | 0.859 | 0.689 | 0.705 | Valid |
| IC9 | 0.700 | 0.835 | 0.658 | 0.627 | Valid |
| CC1 | 0.497 | 0.500 | 0.786 | 0.608 | Valid |
| CC2 | 0.489 | 0.479 | 0.762 | 0.536 | Valid |
| CC3 | 0.665 | 0.628 | 0.782 | 0.612 | Valid |
| CC4 | 0.561 | 0.573 | 0.728 | 0.534 | Valid |
| CC5 | 0.506 | 0.628 | 0.778 | 0.598 | Valid |
| CC6 | 0.710 | 0.644 | 0.819 | 0.658 | Valid |
| CC7 | 0.592 | 0.573 | 0.785 | 0.610 | Valid |
| CC8 | 0.626 | 0.573 | 0.791 | 0.625 | Valid |
| CC9 | 0.641 | 0.684 | 0.817 | 0.690 | Valid |
| SOP1 | 0.678 | 0.680 | 0.577 | 0.796 | Valid |
| SOP2 | 0.601 | 0.644 | 0.626 | 0.850 | Valid |
| SOP3 | 0.651 | 0.642 | 0.717 | 0.857 | Valid |
| SOP4 | 0.593 | 0.598 | 0.668 | 0.757 | Valid |
| SOP5 | 0.624 | 0.599 | 0.529 | 0.722 | Valid |
| SOP6 | 0.710 | 0.640 | 0.674 | 0.832 | Valid |
| SOP7 | 0.634 | 0.717 | 0.677 | 0.857 | Valid |
| SOP8 | 0.554 | 0.605 | 0.564 | 0.788 | Valid |
| SOP9 | 0.553 | 0.587 | 0.614 | 0.802 | Valid |

Source: Author's data processing

The results of the cross loading measurements in table 4 show the valueIf the loading score obtained on the same indicator block is greater than the correlation value between other variables, then this research instrument is declared valid.

### 3. *Heterotrait Monotrait (HTMT)*

Table 5. HTMT discriminant validity test

| Variables | X1 - Inclusive Leadership | X2 - Intellectual Capital | Y -Sustainable Organizational Performance | Z - Collaborative Culture | Information |
|---|---|---|---|---|---|
| X1 - Inclusive Leadership | | | | | Valid |
| X2 - Intellectual Capital | 0.872 | | | | Valid |

| | | | | | |
|---|---|---|---|---|---|
| Y - Sustainable Organizational Performance | 0.823 | 0.832 | | | Valid |
| Z - Collaborative Culture | 0.804 | 0.798 | 0.835 | | Valid |

*Source: Author's data processing*

Testing of this research model as shown in table 5 is declared valid because all models have HTMT values below 0.90.

### *Reliability Testing*

### *1. Cronbach's Alpha Test*

Table 6. Cronbach's Alpha Reliability Test

| Variables | Cronbach's alpha | Information |
|---|---|---|
| X1 - Inclusive Leadership | 0.935 | Reliable |
| X2 - Intellectual Capital | 0.950 | Reliable |
| Y - Sustainable Organizational Performance | 0.933 | Reliable |
| Z - Collaborative Culture | 0.921 | Reliable |

*Source: Author's data processing*

The reliability test of the research instrument as shown in table 6 shows the Cronbach's Alpha value.above 0.70, then all the variables in this study are declared reliable.

### *2. Composite Reliability Testing*

Table 7. Composite Reliability Testing

| Variables | Composite reliability (rhoa) | Composite reliability (rhoc) | Information |
|---|---|---|---|
| X1 - Inclusive Leadership | 0.937 | 0.946 | Reliable |
| X2 - Intellectual Capital | 0.952 | 0.958 | Reliable |
| Y - Sustainable Organizational Performance | 0.935 | 0.944 | Reliable |
| Z - Collaborative Culture | 0.924 | 0.935 | Reliable |

*Source: Author's data processing*

The test results in Table 7 show that the Composite Reliability value of the research instrument is above 0.70, so the entire research instrument is declared reliable.

### *Inner Model Test Results*

### *1. VIF Testing*

Table 8. Inner Variance Inflator Factor (VIF) Test

| Variables | X1 - Inclusive Leadership | X2 - Intellectual Capital | Y - Sustainable Organizational Performance | Z - Collaborative Culture |
|---|---|---|---|---|
| X1 - Inclusive Leadership | | | 3,616 | 3,147 |
| X2 - Intellectual Capital | | | 3,589 | 3,147 |

| | | | | |
|---|---|---|---|---|
| Y - Sustainable Organizational Performance | | | | |
| Z - Collaborative Culture | | | 2,661 | |

*Source: Author's data processing*

The results of the Inner VIF test as shown in table 4.11 show that the VIF value in this research model is free from symptoms of multicollinearity and possible collinearity because the inner VIF of the variable is below 5.

### 2. *Model Fit Testing*

Table 9. Model Fit Testing

| Measurement | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0.068 | 0.068 |

*Source: Author's data processing*

The results of the SRMR value measurements show that the SRMR value is below 0.10, so the model prediction in approaching the actual data is adequate and the research model is declared fit.

### 3. *F-Square Test*

Table 10. F-Square Test

| Variables | X1 - Inclusive Leadership | X2 - Intellectual Capital | Y - Sustainable Organizational Performance | Z - Collaborative Culture |
|---|---|---|---|---|
| X1 - Inclusive Leadership | | | 0.052 | 0.149 |
| X2 - Intellectual Capital | | | 0.103 | 0.140 |
| Y - Sustainable Organizational Performance | | | | |
| Z - Collaborative Culture | | | 0.169 | |

*Source: Author's data processing*

Based on the measurement of the F-Square value shown in the data in table 4.13, the results are as follows:

1) F-Square value of related models The effect of Inclusive Leadership on Sustainable Organizational Performance is 0.052. This value is in the range of 0.02 to 0.14, so the effect size is small or low.
2) F-Square value of related models The effect of Inclusive Leadership on Collaborative Culture is 0.149. This value is in the range of 0.15-0.34, so the effect size is medium.
3) The f-square value of the model relating Corporate Intellectual Capital to Sustainable Organizational Performance is 0.103. This value is in the range of 0.02 to 0.14, indicating a small or low effect size.
4) The f-square value for the model relating Corporate Intellectual Capital to Collaborative Culture is 0.140. This value is in the range of 0.15-0.34, indicating a medium effect size.

5) The f-square value for the model relating Collaborative Culture to Sustainable Organizational Performance is 0.169. This value is in the range of 0.15-0.34, indicating a moderate effect size.

### *4. R-Square Test*

Table 11. R-Square value testing

| Variables | R-Square | R-Square Adjusted |
|---|---|---|
| Y - Sustainable Organizational Performance | 0.715 | 0.704 |
| Z - Collaborative Culture | 0.624 | 0.615 |

*Source: Author's data processing*

Based on the measurement of the f-Square value shown in the data in table 4.14, the results are as follows:

1) R-Square value related to the Inclusive Leadership, Intellectual Capital and Collaborative Culture models towards Sustainable Organizational Performanceais 0.715. This value is in the range of 0.50-0.74, so the model is considered moderate. This value also indicates that Inclusive Leadership, Intellectual Capital, and Collaborative Culture can contribute 71.5% to Sustainable Organizational Performance, while the remainder is influenced by factors outside the research model.
2) R-Square value related to the Inclusive Leadership and Intellectual Capital models towards Collaborative Cultureais 0.624. This value is in the range of 0.50-0.74, so the model is considered moderate. This value also indicates that Inclusive Leadership and Intellectual Capital can contribute 62.4% to Collaborative Culture, while the remainder is influenced by factors outside the research model.

### *5. Q-Square Testing*

Table 12. Q-Square value testing

| Variables | SSO | SSE | Q2 (=1-SSE/SSO) |
|---|---|---|---|
| X1 - Inclusive Leadership | 738,000 | 738,000 | 0.000 |
| X2 - Intellectual Capital | 738,000 | 738,000 | 0.000 |
| Y - Sustainable Organizational Performance | 738,000 | 407,189 | 0.448 |
| Z - Collaborative Culture | 738,000 | 462,509 | 0.373 |

*Source: Author's data processing*

Based on the measurement of the Q-Square value shown in the data in table 4.15, the results are as follows:

1) The Q-Square value related to the influence of Inclusive Leadership, Intellectual Capital, and Collaborative Culture on Sustainable Organizational Performance is 0.448. This value is ≥ 0.35, indicating high predictive relevance.
2) The Q-Square value related to the influence of Inclusive Leadership and Intellectual Capital on Collaborative Culture is 0.373. This value is ≥ 0.35, so the predictive relevance is quite high.

## *Path Coefficient Testing*

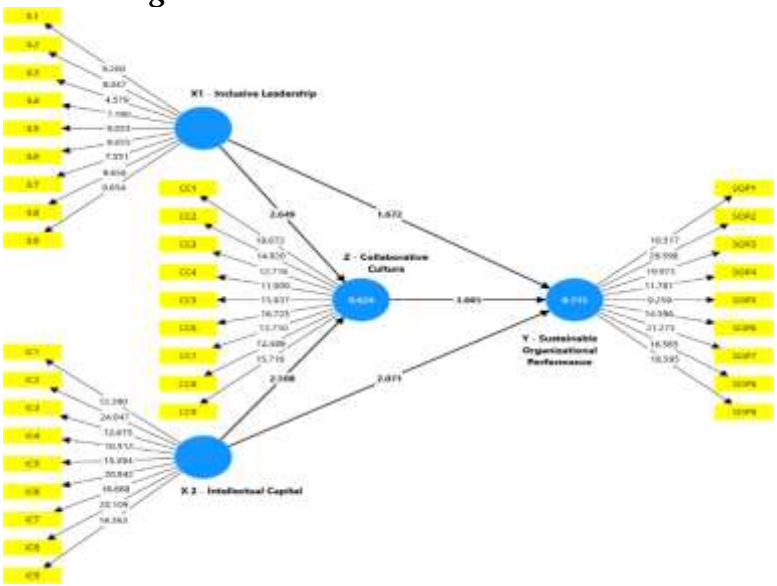


Figure2. Diagram hypothesis testing

Table 13. Path coefficient testing

| Variables | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (\|O/STDEV\|) | P values | Information |
|---|---|---|---|---|---|---|
| X1 - Inclusive Leadership -> Y - Sustainable Organizational Performance | 0.232 | 0.199 | 0.139 | 1,672 | 0.047 | Positive and significant impact |
| X1 - Inclusive Leadership -> Z - Collaborative Culture | 0.419 | 0.469 | 0.158 | 2,649 | 0.004 | Positive and significant impact |
| X2 - Intellectual Capital -> Y - Sustainable Organizational Performance | 0.325 | 0.345 | 0.157 | 2,071 | 0.019 | Positive and significant impact |
| X2 - Intellectual Capital -> Z - Collaborative Culture | 0.407 | 0.373 | 0.162 | 2,508 | 0.006 | Positive and significant impact |
| Z - Collaborative Culture -> Y - Sustainable Organizational Performance | 0.359 | 0.365 | 0.119 | 3,005 | 0.001 | Positive and significant impact |

*Source: Author's data processing*

### *Testing Specific Indirect Effects*

Table 14. Testing specific indirect effects

| Variables | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (\|O/STDEV\|) | P values | Information |
|---|---|---|---|---|---|---|
| X1 - Inclusive Leadership -> Z - Collaborative Culture -> Y - Sustainable Organizational Performance | 0.150 | 0.174 | 0.090 | 1,667 | 0.048 | Positive and significant impact |
| X2 - Intellectual Capital -> Z - Collaborative Culture -> Y - Sustainable Organizational Performance | 0.146 | 0.133 | 0.068 | 2,140 | 0.016 | Positive and significant impact |

*Source: Author's data processing*

The results of the measurement of specific indirect effects as shown in table 4.17 show that the path coefficient (p-value) is smaller than 0.05, so the relationship between the independent variable and the dependent variable in the mediation model of this study is stated to have a significant effect.

### *Hypothesis Testing*

Table 15. Results of hypothesis testing

| Hypothesis Code | Hypothesis | Coefficients | T Statistics | P Value | Conclusion |
|---|---|---|---|---|---|
| H1 | Inclusive leadership has a positive and significant impact on sustainable organizational performance. | 0.232 | 1,672 | 0.047 | Positive and significant |
| H2 | Intellectual capital has a positive and significant impact on sustainable organizational performance. | 0.325 | 2,071 | 0.019 | Positive and significant |
| H3 | Collaborative culture has a positive and significant impact on sustainable organizational performance. | 0.359 | 3,005 | 0.001 | Positive and significant |
| H4 | Inclusive leadership has a positive and significant influence on collaborative culture. | 0.419 | 2,649 | 0.004 | Positive and significant |
| H5 | Collaborative culture mediates the influence of inclusive leadership on sustainable organizational performance. | 0.150 | 1,667 | 0.048 | Positive and significant |

| | | | | | |
|---|---|---|---|---|---|
| H6 | Intellectual capital has a positive and significant influence on collaborative culture. | 0.407 | 2,508 | 0.006 | Positive and significant |
| H7 | Collaborative culture mediates the influence of intellectual capital on sustainable organizational performance. | 0.146 | 2,140 | 0.016 | Positive and significant |

*Source: Author's data processing*

## DISCUSSION

### *The Influence of Inclusive Leadership on Sustainable Organizational Performance*

The data analysis results indicate that inclusive leadership has a positive and significant effect on the sustainable organizational performance of the Food Security Agency. This effect is categorized as a small effect but still impacts the formation of sustainable performance within the organization. Although not dominant, this finding still indicates that leadership practices that are open, accessible, and encourage active participation from all organizational members play a crucial role in supporting the achievement of sustainable organizational performance in the economic, social, and environmental dimensions. This assertion aligns with the research findings of Ibrahim (2024), Huo et al., (2023), and Warja and Setyaningrum (2025).

Thus, inclusive leadership directly supports sustainable organizational performance in social, economic, and environmental aspects. Inclusive leadership facilitates the implementation of sustainability principles in organizational performance, and the success of this performance will increase as inclusive leadership styles are increasingly practiced by organizational leaders.

### *The Influence of Intellectual Capital on Sustainable Organizational Performance*

The results of the study indicate that intellectual capital has a positive and significant effect on sustainable organizational performance at the Food Security Agency, with a moderate influence. Statistically, the study findings confirm that the higher the intellectual capital capacity within the organization, which includes human capital (employee knowledge and competencies), structural capital (systems, processes, and databases), and relational capital (external relations with stakeholders), the higher the organization's sustainable performance, both in economic, social, and environmental aspects. This finding aligns with the research findings of Fahim et al. (2021) and Vale et al. (2021). However, this finding differs from the research findings of Mukaro et al. (2023), which stated that intellectual capital had no effect on sustainable organizational performance.

Based on these results, organizations seeking to build and maintain sustainable performance need to seriously invest in intellectual capital development. These efforts can include ongoing employee training, strengthening structures supporting innovation and organizational learning, and strategically managing external relationships. Leadership also needs to create an

environment that encourages knowledge sharing, cross-functional innovation, and an open flow of information to accelerate the achievement of sustainable outcomes across the organization. Through this approach, organizations will not only excel in economic performance but also contribute to social welfare and environmental responsibility in line with the principles of sustainable performance.

***The Influence of Inclusive Leadership on Collaborative Culture***

The analysis results show that inclusive leadership has a significant influence on shaping a collaborative organizational culture, particularly in the Food Security Service. This finding indicates that the higher the implementation of inclusive leadership within an organization, the stronger the collaborative culture formed in the workplace. This underscores the importance of a leadership style that is open, accessible, and considerate of diversity and the participation of all organizational members. This finding aligns with research by Nishii and Leroy (2022), Simon and Atiku (2023), and Khan (2024).

This research demonstrates strong predictive relevance for collaborative culture. These results demonstrate that organizational policies and strategies based on improving the quality of inclusive leadership can be consistently predicted to foster a stronger collaborative culture. Interventions aimed at improving dimensions such as openness, accessibility, and leadership engagement will yield tangible results in improving team collaboration across the organization. Overall, these findings offer clear managerial implications: organizations seeking to foster a collaborative work culture must develop and internalize an inclusive leadership style across all levels. This approach not only enhances interactions between individuals but also strengthens the social fabric within the organization, supporting effective and sustainable cross-team collaboration. By fostering a strong collaborative culture, organizations can become more adaptive, innovative, and resilient in the face of external dynamics.

***The Influence of Intellectual Capital on Collaborative Culture***

The results of the study show that *intellectual capital* has a positive and significant effect on *collaborative culture* and statistically shows that *intellectual capital* has a strong contribution to shaping a collaborative work culture at the Food Security Agency. This finding suggests that organizations capable of managing, developing, and utilizing intellectual property in the form of employee knowledge, skills, experience, and innovation are more likely to create a work environment that supports teamwork, mutual trust, and synergy between individuals. This finding aligns with the research by Dickel and Ritter in Vale et al. (2022).

This study shows that the contribution *intellectual capital* to *collaborative culture* are in the category. This finding indicates that the influence of *intellectual capital* is not marginal, but rather significant in changing or strengthening collaborative values within an organization. For leaders, these findings suggest that organizational intellectual development efforts should not be neglected or positioned as mere support initiatives, but rather should be part of a core strategy for managing work culture.

***The Influence of Collaborative Culture on Sustainable Organizational Performance***

The results of this study indicate that the influence of collaborative culture on sustainable organizational performance is not only statistically significant but also practically relevant. From a managerial perspective, these findings confirm that a work culture based on strong collaboration between individuals, teams, and work units contributes directly to improved organizational performance, such as efficiency, productivity (economic performance), improved employee welfare and stakeholder relations (social performance), and compliance with regulations and environmentally friendly initiatives (environmental performance) at the Food Security Agency. These findings align with the research findings of Sapta et al. (2021), Ibrahim et al. (2023), and Asif et al. (2023).

This study shows that the influence of collaborative culture on sustainable organizational performance is moderate. This finding confirms that the contribution of collaborative culture to organizational performance change or improvement is substantial. The managerial implication of this value is that organizations seeking to strengthen their sustainable performance need not rely solely on technology, systems, or policies but also build strong collaborative values as part of their human resource management strategy and corporate culture.

***The Mediation of Collaborative Culture on the Influence of Inclusive Leadership on Sustainable Organizational Performance***

The research results show that collaborative culture is proven to act as a significant mediating variable in the relationship between inclusive leadership and sustainable organizational performance. Inclusive leadership not only has a direct impact on sustainable performance but also has a significant indirect influence through the formation of a collaborative work culture at the Food Security Agency. This finding aligns with the research of Nishii and Leroy (2022) and Simon and Atiku (2023).

These findings have significant managerial significance. Inclusive leadership, characterized by openness, accessibility, and availability, can create an organizational climate that supports collaboration among employees. When a collaborative culture is established, cross-unit synergy is fostered, team trust increases, and collective awareness of the organization's economic, social, and environmental goals is strengthened. This demonstrates that inclusive leadership values need to be consistently translated into systems and processes that foster collaboration as a core work culture. Inclusive leadership is a key driver in establishing a collaborative culture, which ultimately impacts organizational performance in economic (efficiency and growth), social (employee and stakeholder well-being), and environmental (ecological compliance and responsibility).

***The Mediation of Collaborative Culture on the Influence of Intellectual Capital on Sustainable Organizational Performance***

The results of the study indicate that intellectual capital has a significant indirect influence on sustainable organizational performance through a

collaborative culture in the Food Security Service. Intellectual capital, which includes human capital, structural capital, and relational capital, not only directly impacts organizational performance but also significantly influences it by strengthening a collaborative culture in the workplace. This finding indicates that a collaborative culture is an important mediating pathway for optimizing the benefits of intellectual capital for developing economic, social, and environmental performance, as outlined in the principles of sustainability. This finding aligns with the research of Dickel and Ritter in Vale et al. (2022).

These findings emphasize that organizations cannot rely on intellectual capital mechanistically without building an environment conducive to collaboration. Superior human capital alone is insufficient without being accompanied by collaborative values such as trust, team synergy, and employee empowerment. Therefore, to build sustainable performance across economic (organizational efficiency and productivity), social (stakeholder welfare and participation), and environmental (concern for ecological sustainability) dimensions, organizations need to establish a collaborative culture as a bridge that strengthens the contribution of intellectual capital to long-term goals.

## CONCLUSION AND RECOMMENDATION

The conclusion of this study indicates that inclusive leadership, intellectual capital, and a collaborative culture have a positive and significant impact on sustainable organizational performance at the Tangerang City Food Security Agency. Inclusive leadership has been shown to create an open work environment, value participation, and build trust, thus driving improved performance in social, economic, and environmental aspects. Intellectual capital, which encompasses employee competencies, organizational systems, and external relationships, also plays a crucial role in supporting innovation and the effectiveness of public services.

This study also found that a collaborative culture directly contributes to sustainable organizational performance. A work culture that emphasizes teamwork, empowerment, trust, and diversity has been shown to increase synergy between work units and strengthen the achievement of an organization's strategic goals. In addition to its direct influence, collaborative culture also acts as a significant mediator in the relationship between inclusive leadership and intellectual capital on sustainable organizational performance. This suggests that leadership and intellectual asset management will be more effective in driving sustainable performance when supported by a collaborative work environment.

Overall, the results of this study emphasize the importance of combining inclusive leadership, optimal utilization of intellectual capital, and strengthening a collaborative culture to sustainably improve the performance of public organizations. These findings offer strategic implications for human resource management and organizational policy development aligned with sustainable development principles and the SDGs.

## ADVANCED RESEARCH

1) Based on data analysis, this research model only explains 71.5% of the variation in sustainable organizational performance, with the remainder

explained by variables outside the model. Future research is expected to identify other factors influencing efforts to improve sustainable organizational performance to obtain a more comprehensive concept.

2) Expanding the scope of research, both in terms of the number and diversity of respondents and research objects, so that the results of further research can be generalized to various sectors and organizations.
3) Using various research methods in data collection and data analysis so that further research obtains more in-depth results.

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