

Empowering Business Resilience: The Impact of Inclusive Leadership and Organizational Adaptability through Open Innovation

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Abstract

This study examines the effects of inclusive leadership and organizational adaptation on business resilience in Makassar City's hotel business using through the perspective of open innovation. This study applies a quantitative approach, examining data from 96 hotel managers adopting the Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings of the study show that open innovation has a impact on business resilience, while the direct effect of inclusive leadership and organizational adaptability on business resilience is not significant. However, through open innovation, both show significant useful effect. This study underlines the importance of external collaboration, technology adoption, and innovation implementation in increasing business resilience. These results are relevant for the business approach in the era of disruption, especially in the context of the hospitality industry in Indonesia. This study shows that open innovation, such as collaborating with outside partners, adopting new technology, and encouraging fresh ideas, is key to helping hotels in Makassar become more resilient in times of disruption. While inclusive leadership and adaptability alone do not directly improve resilience, they do have a strong positive effect when combined with open innovation. This means hotel managers should focus on creating a culture that supports teamwork, openness, and learning from others outside the organization. For policymakers, the findings suggest the need to support innovation networks and provide training or resources that help hotels connect with external experts and stay competitive. This approach is especially important in the fast-changing hospitality industry in Indonesia

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1. Introduction

In the era of global disruption, the business world faces various unexpected challenges, including technological disruption, changes in market dynamics, pandemics, and geopolitical challenges. These rapid changes force organizations to be more responsive, adaptive, and innovative in order to maintain operational sustainability and competitiveness (Halik et al., 2024). The inability to adapt to these changes can lead to stagnation or even business collapse. Therefore, business resilience is becoming an increasingly relevant concept in management studies and organizational practices. Leadership plays a key role in ensuring that organizations are able to survive amidst external pressures. Among the various leadership styles, inclusive leadership is increasingly recognized as an effective approach in dealing with the complexity and diversity of today's challenges (Simmons & Yawson, 2022). Inclusive leadership is a leadership style that emphasizes active participation, respect for diverse ideas, and the creation of an inclusive work environment for all members of the organization. Inclusive leaders are able to encourage cross-functional collaboration and innovation based on diverse perspectives (Maudina Alia et al., 2023).

However, inclusive leadership cannot work alone without being supported by organizational adaptability. Organizational adaptability refers to an organization's ability to adapt to a dynamic environment through changes in its strategy, structure, or business processes. High adaptability allows organizations to respond quickly and effectively to emerging challenges and opportunities (Sugito & Kamaludin, 2021). The combination of inclusive leadership and organizational adaptability is believed to be able to increase business resilience, because both create synergy that optimizes the organization's ability to survive and thrive amid external pressures. In addition to inclusive leadership and organizational adaptability, the open innovation approach has become a significant strategy for improving business resilience (Garrido-Moreno et al., 2024). Open innovation is an innovation management process that involves collaboration with external affair such as customers, business partners, intellectual and neighborhood (Halik & Halik, 2024; Rumanti et al., 2022). This approach differs from traditional, more closed innovation, where innovative ideas are entirely generated and developed internally. In the context of uncertainty, open innovation provides organizations with the flexibility to obtain innovative solutions from external sources, thereby accelerating the innovation process and reducing the risk of failure. Organizations that leverage open innovation tend to be more resilient to external shocks because they are able to innovate faster, leverage external resources, and build strong collaboration networks. In this regard, Inclusive leadership is crucial in promoting a culture of open innovation by creating an environment that supports cross-border collaboration (Mirghaderi et al., 2023).

This study offers several novel concepts. First, this study offers a new perspective by integrating three main concepts, namely inclusive leadership, organizational adaptability, and business resilience, which are rarely discussed together in previous literature. Recent studies have begun to explore the interconnected roles of inclusive leadership, organizational adaptability, and business resilience, though comprehensive models integrating all three remain scarce. Inclusive leadership has been shown to enhance employees' innovative work behavior by fostering psychological safety, which is crucial for adaptability in dynamic



environments (Javed et al., 2017). Organizational adaptability, often mediated by factors such as organization-based self-esteem, enables employees to adjust to changing circumstances, thereby supporting resilience (Shabeer et al., 2020). This provides a unique contribution in explaining how the combination of internal factors (leadership and adaptability) can strengthen business resilience. The integration of inclusive leadership and organizational adaptability plays a crucial role in enhancing business resilience. Inclusive leadership fosters an environment where employees feel valued and supported, leading to increased psychological resilience and a greater willingness to embrace change (Shabir et al., 2014). This supportive environment encourages employees to engage in innovative behaviors, which are essential for organizational adaptability.

Organizational adaptability, in turn, enables firms to respond effectively to external disruptions, such as market shifts or technological changes, thereby strengthening their resilience (Carmeli et al., 2010). By combining inclusive leadership with organizational adaptability, organizations can create a dynamic and responsive culture that not only withstands challenges but also thrives amidst them. Second, this study highlights open innovation as a mediating mechanism that illustrates the connection among inclusive leadership, organizational adaptability, and business resilience. Most previous studies focus on open innovation in the context of performance improvement or product development. For examples, a study conducted in the Free State of Bavaria, Germany, introduced the *Dynamic Open Innovation Funnel* framework, illustrating how small and medium-sized enterprises (SMEs) leveraged open innovation and dynamic capabilities to navigate the challenges posed by the COVID-19 pandemic (Vasi, Sansone, & English, 2024). The research highlighted that SMEs engaged in collaborative partnerships, adopted external knowledge, and remained flexible in their operations, which collectively bolstered their resilience during the crisis while this study places it as a key element to strengthen business resilience. Research focusing on SMEs during the COVID-19 pandemic revealed that open innovation facilitated significant business model innovations (Jabeen et al., 2022). By collaborating with external partners and embracing digital transformation, these enterprises were able to adapt their business models swiftly in response to the crisis, thereby enhancing their resilience and ensuring continued competitiveness.

Third, this study is relevant to the context of the era of disruption, where uncertainty and changes in the business environment are increasingly intense. Business resilience is often discussed in the context of external factors, but this study focuses more on how internal factors (leadership and adaptability) mediated by open innovation can build business resilience. Fourth, by focusing on companies in Indonesia, this study offers specific insights into the dynamics of organizations in developing countries, which often face unique challenges such as limited resources, regulatory uncertainty, and market volatility. This provides a novel value in the literature that is mostly dominated by studies in developed countries. And fifth, this study provides novelty in the form of practical implications that can be adopted by organizational leaders. For example, how promoting the value of inclusivity in leadership can improve organizational adaptability, and how to utilize open innovation as a strategic tool to deal with uncertainty. This novelty places the study in a significant position.



to provide theoretical, methodological, and practical contributions to the literature and business practices in the future.

2. Literature Review

Transformational Leadership Theory

James MacGregor Burns (1978) established transformational leadership theory, which was further developed by Bernard Bass (1985). This theory outlines how transformational leadership can affect employee behavior and motivation to meet the organizational objectives (Khan et al., 2020). This theory emphasizes the crucial function of leaders in motivating and influencing their staff to achieve higher expectations while stimulating creativity and innovation. This theory emphasizes inclusivity, adaptability, and building trust, which are important in fostering resilience and encouraging open innovation in organizations (Tian et al., 2020). Transformational leadership can facilitate inclusive leadership by creating an environment that supports participation and innovation (Carrington et al., 2024). In addition, transformational leadership can also increase self-awareness and contextual awareness, which are components of inclusive leadership.

In the context of organizational adaptability, transformational leadership can facilitate organizational adaptability by encouraging employees to think critically and innovatively (Wang et al., 2017). Also, transformational leadership can help organizations adapt to changes in the business environment. Transformational leadership can facilitate business resilience by creating an environment that supports innovation and adaptation. Transformational leadership may assist firms as they cope with crises and transformation (Madi Odeh et al., 2023).

Transformational leadership is also able to facilitate open innovation by encouraging employees to think critically and innovatively. Transformational leadership can also help organizations develop the capability to adopt innovation from outside (Cera & Abbas, 2023). The capacity of organizational leaders to innovate and make a difference with their resources is the framework and basis of transformational leadership. Therefore, company leaders must consistently implement innovation and differentiation to achieve optimal advantage over their competitors. Company leaders must learn to continuously improve their company's advantages, maintain them, and continuously increase their company's value.

Inclusive Leadership and Business Resilience.

Performance is closely related to the leadership style applied. Leadership is an important element of the "system" that works with individuals and is one of the factors that influence performance. Leaders assess, appreciate and provide space for spiritual life, then the work results become meaningful, workers will also be open and appreciate these ideas, so that the work environment will be a harmonious place. (Raghvendra & Vijayendra, 2024). This inclusive leadership demonstrates transparency, connectivity, and availability in connections with their subordinates (Purnamaningtyas & Rahardja, 2021). The nature of this inclusive leadership is to have an open and flexible attitude, so that it can accept various opinions from all thoughts. (Tabara, 2023) states that inclusive leadership helps create employee



participation and involvement can lead to higher performance. Inclusive leadership is a leadership style that promotes participation, diversity, and equality in decision making (Teece, 2010). We might say that inclusive leadership is an important requirement of this moments (Ashikali et al., 2021).

Nembhard and Edmondson developed what they called "inclusive leadership" and defined that based on three key characteristics: openness, accessibility, and availability. This leadership focuses on recognizing members as what they truly are, allowing them to convey their distinct characteristics and opinions, and supporting a sense of belonging and individual ability to contribute (Yu, 2020). Inclusive leaders embody supportive behavior towards new ideas, subordinates consider it as organizational support for improved performance (Carrington et al., 2024). The skills possessed by inclusive leadership are based on the relationship and support between leaders and subordinates. Leaders have a direct impact on employee performance because they act as organizational agents, allocating advantages and chances to subordinates (Wu & Li, 2023). Inclusive Leadership helps create employee participation and involvement can lead to higher performance. Bachtiar et al., (2023) argue that organizational resilience is the ability of an organization to develop flexibility to carry out rapid adaptation processes and obtain extra benefits in the form of tangible or intangible benefits obtained from adverse or unexpected circumstances. Business resilience is basically a reactive approach to adapting to a complex business environment so that organizations can respond to opportunities and threats quickly and adequately (Garrido-Moreno et al., 2024). Organizational resilience can also generate recovery and transformation processes, which are the primary response to disruption and crisis in generating adaptive steps toward new situations and trends (Lenasari et al., 2024). Based on previous research findings, we provides the following hypothesis:

H1: Inclusive Leadership is suspected having a beneficial and substantial effect on business resilience.

Organizational Adaptability and Business Resilience.

In today's ever-changing business world, firms must constantly adapt to changes in the market, technology, and other external surroundings. The presence of change and challenges is unavoidable in organizational life. Organizational flexibility is a company's capacity to respond swiftly to threats and opportunities with the intent convert such situations into business advantages (Corrales-Estrada et al., 2021). Business adaptability improves the company's ability to fulfill the needs of its clients. This adaptability makes appropriate business change reactions based on future business environment facts. Business adaptation methods are intended to assist organizations achieve success and gain a corporate advantage (RAMESH et al., 2023). Business adaptability is defined as a company's capacity to develop and apply the most efficient approaches for dealing with business competition (Indriyani & Kurnia, 2022).

Adaptability enters as the initial stage of individual and social cognitive efforts between individuals that result in the generation of new and useful ideas to improve individual innovation capabilities that will be useful for long-term business resilience. Organizations



that are able to continue to adapt to the times will have better resilience. Organizational adaptability facilitates business resilience by creating an environment that supports change and innovation (Georgescu et al., 2024). For management, organizational resilience is essential for the company's existence (Amoguis, 2024). Based on several previous research findings, we formulate the second hypothesis as follows:

H2: It is considered that adaptation in the organization has a beneficial and significant effect on business resilience.

Open Innovation to Business Resilience.

Open innovation is a connecting path that allows companies to gain benefits through innovation in facing the current era of rapid disruption. By utilizing the flow of knowledge in and out, companies can quickly innovate their processes and products (Halik & Halik, 2024). The open innovation process has also been found to help companies overcome crisis circumstances (crisis prevention) experienced by companies (Yuana et al., 2021). Open innovation encourages and explores the company's internal and external resources to systematically manage corporate innovation. Consciously integrating the results of this exploration with the company's resources and adjusting them to the company's capabilities so that the opportunities created can be utilized widely (Yun et al., 2020). To allow for the procedure of innovation to meet its goals and boost organizational performance, companies need to maintain ongoing interactions and relationships with their employees (Alqershi et al., 2020; Pap et al., 2022). Open innovation increases business resilience by expanding sources of innovation and reducing dependence on internal sources (Halik & Halik, 2024). Collaboration in open innovation facilitates the exchange of knowledge and technology, enhances the organization's ability to deal with change, and allows the company to respond rapidly to changes in the business environment. (Rumanti et al., 2022)

Previous studies by (Halik & Halik, 2024; Londong et al., 2024; Rumanti et al., 2022) have demonstrated the value of open innovation approaches in enhancing business success and supporting business resilience. Based on these factors, we postulated the following hypotheses:

H3: It is believed that open innovation has a good and significant impact on business resilience.

Inclusive Leadership and Open Innovation.

Inclusive leadership and open innovation are two concepts that are closely related in the dynamics of contemporary businesses. Inclusive leadership is described as a way of leading that focuses on accepting, recognizing, and appreciating the contributions of individuals within a team, regardless of background or differences (Ashikali et al., 2021). On the other hand, open innovation refers to an innovation paradigm that involves collaboration across organizational boundaries to create new value (Rumanti et al., 2022). Inclusive leadership emphasizes the necessity of fostering a work climate that encourages cooperation, active engagement, and the exchange of ideas among teammates. Inclusive leaders tend to encourage diversity of ideas: Through appreciating different perspectives, building

psychological safety, encouraging individuals to share ideas without fear of criticism or failure, and facilitating cross-functional engagement (Tabara, 2023). Inclusive leaders often promote collaboration between individuals from different backgrounds to support innovation.

Open innovation involves integrating internal and external knowledge to produce better innovation. This concept includes: Inbound open innovation where companies leverage external resources to accelerate internal innovation and Outbound open innovation where companies share internal innovation with external partners to generate value (Halik & Halik, 2024). Inclusive leadership can create an environment that supports cross-border collaboration, both internal and external. Inclusive leaders promote open communication and mutual trust, allowing firms to communicate more freely with external partners, such as customers, suppliers, or research institutes (Rumanti et al., 2022). (Yu, 2020) stated that an inclusive leadership style can influence the innovative behavior of employees. Adopting an inclusive leadership model enhances performance. When employees recognize leadership success, adaptable performance improves, enhancing the company's competitiveness and employee inventiveness. Therefore, according to (Yu, 2020) companies must encourage an inclusive leadership paradigm in order to maximize its efficacy of adaptability.

The psychological safety generated by inclusive leadership encourages employees to share ideas without fear, which is the basis for the success of the open innovation process. This sense of safety allows individuals to be more confident in exploring new ideas and proposing innovative solutions. Diversity in a team is often a source of creative ideas that can be developed through open innovation. Inclusive leaders ensure that every team member feels valued, thus encouraging them to give their best contribution (Serang et al., 2024). In addition, inclusive leadership helps organizations leverage collective knowledge, both internal and external, to address complex challenges through an open innovation approach. Based on the theories presented, we present the fourth assumption as follows:

H4: It is hypothesized that inclusive leadership has a good and significant impact on the Open Innovation process.

Organizational Adaptability and Open Innovation.

Organizational adaptability is an organization's ability to adjust to changes in its internal as well as external surroundings. Organizational adaptability includes flexibility, learning ability, and the ability to manage change (RAMESH et al., 2023). Open innovation is a method of innovation that involves partnering with third parties to develop and put into effect new ideas (Pap et al., 2022). Organizational adaptability facilitates open innovation by creating an environment that supports change and innovation (de Sousa, 2008). Adaptive organizations are better able to adopt and implement innovations from outside (Uhl-Bien & Arena, 2018). Organizational adaptability increases the organization's ability to collaborate with external parties (Indriyani & Kurnia, 2022). Organizational adaptability supports open innovation by enabling organizations to absorb, integrate, and utilize new ideas from external sources. The Absorptive Capacity According to (Cohen & Levinthal, 1990) theory, an organization's ability to perceive the value of external information is heavily dependent on



internal flexibility. This adaptability includes the development of competencies that support data-based decision making from various parties. (Rumanti et al., 2022) discovered that businesses with high levels of adaptability are better equipped to leverage external knowledge to increase innovation.

In a dynamic environment, versatility allows firms to respond swiftly to market demands and new opportunities through open innovation. Adaptive organizations not only respond reactively but also proactively initiate external collaboration. Adaptive organizations are more likely to build collaborative networks that enable the open innovation process to run smoothly (Rumanti et al., 2022). In addition, a flexible organizational structure enables adaptability that supports the implementation of open innovation. This includes human resource management that encourages cross-functional collaboration and an organizational culture that is open to new ideas (Amoguis, 2024). The Dynamic Capabilities Theory (Teece, 2010) explains that adaptive capabilities enable organizations to reorganize internal resources and adapt to external opportunities. This supports the success of the open innovation process by creating synergy between internal flexibility and external collaboration. Organizational adaptability creates flexibility and responsiveness and Open innovation requires flexibility to integrate external ideas (Mulyono & Syamsuri, 2023). This combination produces competitive advantage through faster and more relevant innovation. Based on the concepts mentioned previously, we develop the fifth hypothesis as follows:

H5: It is suspected that organizational adaptability influences the Open Innovation process positively and significantly.

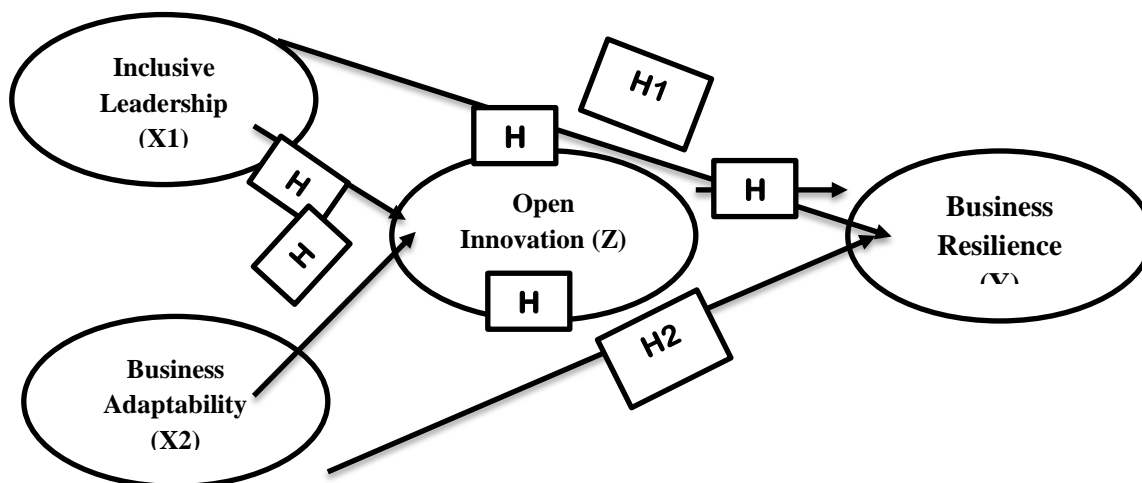
Moderating Role of Open Innovation.

Several studies suggest that open innovation has an enormous effect on a company's performance (Alqershi et al., 2020; Rumanti et al., 2022). However, only a few research consider innovation capability as a moderator, as seen in studies undertaken by (Dumitriu & Popescu, 2020; Halik & Halik, 2024; Verhoef & Bijmolt, 2019). Companies that want to expand and develop must continue to innovate. Companies need to utilize their capabilities and continue to innovate by utilizing internal and external resources to improve and develop their business. We include the open innovation process as a moderating variable consistent with studies from (Halik & Halik, 2024; Londong et al., 2024). Our purpose of including the open innovation process as a moderating variable is to see and evaluate whether inclusive leadership can improve business resilience more significantly when the open innovation process is implemented effectively. Thus, research demonstrates that the association between inclusive leadership and business resilience can be strengthened through open innovation (Bachtiar et al., 2023). In addition, open innovation can also strengthen the influence of organizational adaptability on corporate resilience, as shown in research (Amoguis, 2024). Based on these considerations, we suggest the following hypothesis:

H6: Through the open innovation process, inclusive leadership positively and significantly influences business resilience.

H7: Through the open innovation process, organizational adaptability positively and significantly affects business resilience.

Based on the explanation provided above, the researcher attempts to define the conceptual framework of this study in Figure 1.



Source: Author's Personal Conception (2024)

Figure 1. Modelling Framework

3. Research Methods

This study adopts a quantitative, exploratory, and causal research approach, which is appropriate given the study's objective to test hypotheses and explain the relationships among inclusive leadership, organizational adaptability, open innovation, and business resilience within the hospitality sector in Makassar City. The purpose of this study is to examine how the creative procedures they use to boost their business's resilience influence the behavior of their inclusive leaders and its ability to adapt. The study extends from August to November 2024.

The population in this study were all leaders of businesses engaged in the hotel sector in Makassar City. Based on (Sugiyono, 2020), population determination is separated into two categories: general population and population for a specific purpose. This study targeted the population by identifying the managers or leaders of the hotel industry in Makassar City. It is known, data from the Investment and One-Stop Integrated Service Office (DPMPTSP), which is an institution that plays a strategic role and function in the field of organizing integrated licensing services in Makassar City, in 2024 there were 127 hotels located in Makassar City with a classification of 64 Star Hotels and 63 Non-Star Hotels.

In this study, the author took a sample of 96 respondents who were managers or leaders of hotels in Makassar City. While the sample size of 96 respondents may appear relatively modest, it is acceptable and justifiable for several reasons based on methodological standards and the research context. This study employed Partial Least Squares (PLS), which is well-suited for exploratory research and is robust with smaller sample sizes. According to Hair et

al. (2017), PLS can produce reliable and valid results with sample sizes as low as 30 to 100, depending on model complexity and indicator reliability. The researcher then picked the sample for this study using non-probability selection approaches, particularly purposive sampling. To choose respondents in this survey, we gave the criteria that the hotels that would be respondents have implemented specific technologies and applications to support their businesses, which indicated that there had been an innovation process in their operational activities. The data from the questionnaire responses were then processed and examined using Partial Least Squares (PLS) analysis, which the author discovered was best suited for evaluating complex path models and could handle data with small numbers of samples and high multiple correlations. Hypothesis testing was then performed using the Smart PLS version 4 tool.

Measurement Indicators.

All constructs used for the present study were derived from previous research. Inclusive Leadership (X1) was measured using four indicators adapted from previous studies (Andani & Wibawa, 2022; Ashikali et al., 2021; Tabara, 2023). The Organizational Adaptability variable was measured using four indicator items adapted from previous studies (Cohen & Levinthal, 1990; Indriyani & Kurnia, 2022; Uhl-Bien & Arena, 2018). Open innovation was measured using five indicators that we selected from studies (Halik & Halik, 2024; Mulyono & Syamsuri, 2023; Rumanti et al., 2022). In addition, to measure the business resilience of the hotel business in Makassar city, we used four indicator items adapted from (Amoguis, 2024; Bachtiar et al., 2023; Lenasari et al., 2024). All assessment questions in the questionnaire were assessed using a 5-point Likert scale ranging from "very much disagree" (1) to "completely agree" (5). Table 1 comprehensively lists all measurement items used to conduct this study.

Table 1. Measurement Indicators

Konstruk	Kode Item	Item	Reference
Inclusive Leadership (X1)	X1.1	You are aware of your strengths and weaknesses in managing your current company.	(Andani & Wibawa, 2022; Ashikali et al., 2021; Tabara, 2023)
	X1.2	You understand the preferences and needs of customers in your market.	
	X1.3	You are aware of the impact of economic or technological changes on your market.	
	X1.4	You often communicate with your employees / subordinates	
Organizational Adaptability (X2)	X2.1	Your company can quickly adjust to changes in its surroundings.	(Cohen & Levinthal, 1990; Indriyani & Kurnia, 2022; Uhl-Bien & Arena, 2018)
	X2.2	Your company frequently provides training or skills development to teams to deal with changes in the business environment.	
	X2.3	Your company accepts and utilizes feedback from team members to improve work processes.	
	X2.4	Your company has effectively communicated changes in strategy or policy to the entire team.	

Open Innovation (Z)	Z1	To drive innovation, your organization works efficiently with third-party partners such as suppliers, customers, and research institutes.	(Halik & Halik, 2024; Mulyono & Syamsuri, 2023; Rumanti et al., 2022)
	Z2	Your company is open to new ideas that come from external sources, such as customers, business partners, or the community.	
	Z3	Your company often develops new ideas from collaboration with external partners.	
	Z4	Your company frequently adopts or develops new technologies to improve business processes or create innovative products/services.	
	Z5	Your company has effectively implemented innovations generated through collaboration with external parties (e.g., business partners, customers, or research institutions)	
Business Resilience (Y)	Y1	Your company is able to maintain core operations when faced with a crisis situation or significant disruption.	(Amoguis, 2024; Bachtiar et al., 2023; Lenasari et al., 2024)
	Y2	Your company is able to implement recovery strategies to return to normal conditions after experiencing a crisis.	
	Y3	Your company can adapt quickly to unexpected changes in the business environment.	
	Y4	Your company frequently develops new strategies to address challenges or opportunities that arise in the business environment.	

Source: Processed primary data, 2024

4. Results

Respondent Demographics

This survey had 96 participants who fulfilled the subsequent characteristics. The respondents were leaders, directors, and managers of hotels in Makassar City who had utilized applications to support their business activities and innovate in developing their businesses. Based on the results of the study, 75 percent or 72 respondents were male. The remaining 25 percent or 26 respondents from hotel business leaders in Makassar City were female. Based on the length of time the business had been running, it can be concluded that of the 96 sample units, 62.500 percent or 60 hotel units have currently been operating their companies for over three years. Furthermore, 21.875 percent or 21 hotel units had been operating for between 1 and 3 years. The rest of 15.625 percent or 15 business units were less than one year old. Of the 96 hotel owners/managers/leaders studied, 85.417 percent or 82 workers have been with the company for more than three years, the remaining 14 respondents or 14.583 percent have worked for less than 3 years in their company. In terms of education, 4 people or equal to 4.167 percent have a Masters (Strata 2) qualification in their education. 80 people or 83.333 percent have a Bachelor's degree (Strata 1). And 12 respondents or 12.500 percent have a high school education or below.

Table 2. Respondent Demographics (N = 96)

Variable	Frequencies	Percentage
Gender		
Male	72	75
Female	24	25
Length of Business Operation		
Over three years	60	62.5
1 – 3 years	21	21.875
Under one year	15	15.625
Length of Service at the Company		
More than three years	82	85.417
Under three years	14	14.583
Educational Qualifications		
Master (S2)	4	4.167
Bachelor (S1)	80	83.333
Senior high school	10	10.416
Under High School	2	2.083
Have a website address		
Yes	92	95.833
None	4	4.167
Serving online orders		
Yes	94	97.917
None	2	2.083

Source: Primary Data Processed (2024)

Validity and reliability testing

In this research, the concept's validity was assessed utilizing two methodologies. The loading factor value for each questionnaire item was tested using the convergent validity test, the first technique. The validity of a construct is assessed using the convergent validity value. The general rule (rule of mind) specifies that an indicator factor loading value of 0.700 or above is regarded legitimate (Haryono, 2017). However, factor loading values in the range of 0.500 to 0.600 are still appropriate when creating new models or indicators (Ghozali, 2021). All validity indicator items are valid, as every statement component in Table 3 have factor loading scores greater than 0.700.

Table 3. Evaluation of Measurement Models

Construct	Code	Loading Factor	Cronbach's Alpha	CR	AVE
Inclusive Leadership (X1)	X1.1	0.889	0.906	0.913	0.780
	X1.2	0.884			
	X1.3	0.927			
	X1.4	0.830			
Organizational Adaptability (X2)	X2.1	0.908	0.916	0.925	0.801
	X2.2	0.930			
	X2.3	0.911			
	X2.4	0.826			
Open Innovation (Z)	Z1	0.844	0.907	0.911	0.729
	Z2	0.849			
	Z3	0.921			
	Z4	0.863			
	Z5	0.787			



Construct	Code	Loading Factor	Cronbach's Alpha	CR	AVE
Business Resilience (Y)	Y1	0.863	0.905	0.911	0.778
	Y2	0.849			
	Y3	0.886			
	Y4	0.869			

Source: Primary Data Processed (2024)

The second step is to calculate the average variance extracted (AVE) value for all variables in order to assess discriminant validity. According to the established standards, discriminant validity is considered good when a variable's AVE value is equal to or more than 0.500 (Hair et al., 2019). Table 3 shows that the AVE value for all variables including Inclusive Leadership with a value of 0.780, Organizational adaptability shows a value of 0.801, the AVE value of the Open Innovation variable is 0.729, and the business resilience variable is 0.778. This reveals that each variable has a high discriminant validity value, showing that it is a distinct construct that effectively measures different components of this study.

Table 4. Discriminant Validity - The Fornell and Larcker Criterion

Variable	Inclusive Leadership	Organizational Adaptability	Open Innovation	Business Resilience
Inclusive Leadership	0.883			
Organizational Adaptability	0.361	0.895		
Open Innovation	0.426	0.518	0.882	
Business Resilience	0.445	0.603	0.728	0.854

Source: Primary Data Processed (2024)

The discriminant validity can also be validated by comparing the correlation values of latent variables to the Average Variance Extracted Square Root (AVE). The Fornell-Larcker Criterion requires that the square root value of AVE be greater than the correlation between latent variables (Ghozali, 2021; Hair et al., 2019). The result is demonstrated in Table 4, where the square root of AVE exceeds the correlation coefficient between latent variables. As a result, each statement item in the research instrument is credible and appropriate for use as a measure.

We next generated Cronbach's alpha values for each variable and performed a composite reliability test to assess the credibility of our research instrument. The instrument is considered reliable if its Cronbach's alpha and composite reliability grading are equal to or greater than 0.700. (Ghozali, 2021; Haryono, 2017). All research variables—including composite reliability and Cronbach's alpha values—exceeded this threshold, as shown in Table 3. The results show that every variable tested in this study is credible.

Structural model test

The inner model of this study is then measured, and its value is given by the R-square. Initially, we calculate the R-squared value for each concealed endogenous variable. The R-square value of the structural model helps us better understand how some exogenous latent variables interact endogenous variables and whether this influence is statistically significant

(Haryono, 2017). If the value is more than 0.670, the R-square value is very strong/large; If the value surpasses than 0.330 but beneath 0.670, the influence is moderate; if the value is greater than 0.190 but below to 0.330, the influence is slight/minor (Hair et al., 2019).

Table 5. R-Square

	R-Square	R-Square Adjusted
Open Innovation	0.550	0.535
Business Resilience	0.422	0.410

Source: Primary Data Processed (2024)

The Open Innovation variable has an R-square value of 0.550. Based on the R-square value, 55 percent of the variability of the Open Innovation construct can be determined by the variability of the Inclusive leadership and organizational adaptability constructs, while the other variables are explained by factors outside the variables studied. According to (Ghozali, 2021), the model's R-square values are 0.67, 0.33, and 0.19, representing strong, moderate, and weak. As a result, we can conclude that the influence is moderate.

The R-square value of the Business Resilience variable is 0.422. With this R-square value, it can be concluded that 42.2 percent of the variation in business resilience can be explained by variations in the inclusive leadership, organizational adaptability, and Open Innovation constructs; while the remaining variations are caused by factors not included in the analysis. According to (Ghozali, 2021) the model's R-square values are 0.67, 0.33, and 0.19, representing strong, moderate, and weak. Thus, it can be concluded that the influence is moderate.

The next step is to test the effect size (F-Square). This test examines whether the external latent variable has a significant impact on the endogenous latent variable. According to (Ghozali, 2021; Hair et al., 2019; Haryono, 2017), The effect of the exogenous latent variable is considered small if the F-square score is 0.02; moderate if it is 0.15; and high if it is 0.35. Table 6 summarizes the output results.

Table 6. F-Square Value

Variable	Inclusive Leadership	Organizational Adaptability	Open Innovation	Business Resilience
Inclusive Leadership			0.103	0.023
Organizational Adaptability			0.389	0.016
Open Innovation				0.480

Source: Primary Data Processed (2024)

From the output above, the following results can be described: The Inclusive leadership variable on Open Innovation has an F-square value of 0.103, so its influence is classified as moderate. The organizational adaptability variable on Open Innovation shows an F-square value of 0.389, so its influence is classified as large/strong. The Open Innovation variable on business resilience has an F-square value of 0.480, so its influence is classified as large/strong. The F-Square value of the inclusive leadership variable on business resilience

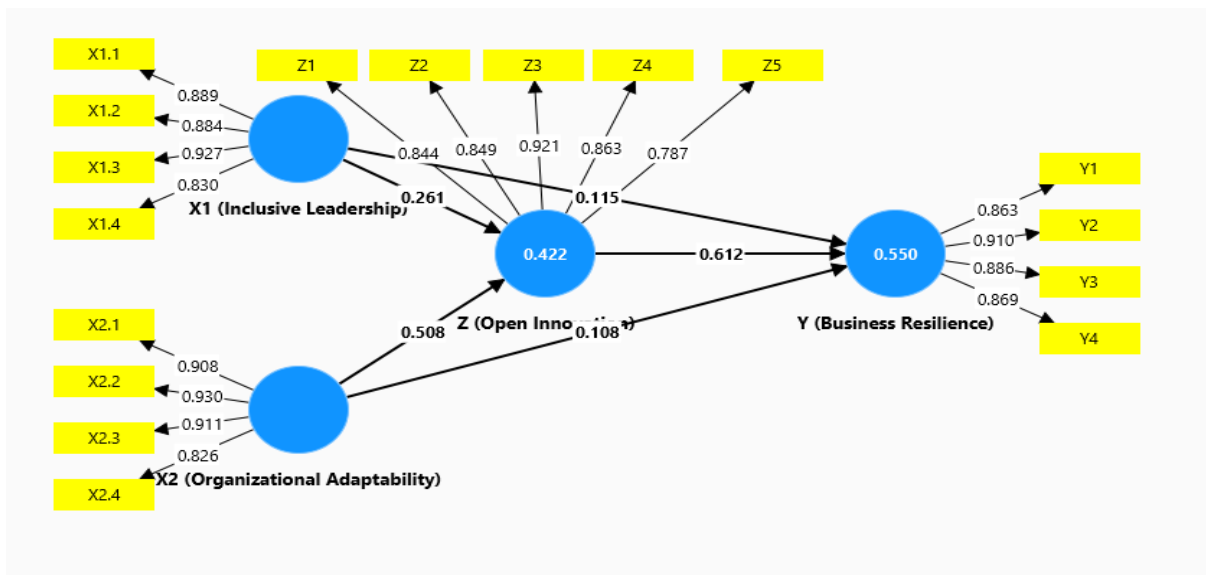
is 0.023, so its influence is classified as small/weak. And finally, the organizational adaptability variable on business resilience shows an F-square value of 0.016, so its influence is classified as small/weak.

Table 7. Model Fit Result

	Saturated Model	Estimated Model
SRMR	0.054	0.054
d_ULS	0.449	0.449
d_G	0.366	0.366
Chi-square	200.320	200.320
NFI	0.855	0.855

Source: Primary Data Processed (2024)

This study model is also quite relevant. Table 7 shows a Standardized Root Mean Square Residual (SRMR) value of 0.054, which is below the recommended threshold of 0.080 (Hair et al., 2019). Figure 2 depicts the path coefficients in the equation of structure model.



Source: Primary Data Processed (2024)

Figure 2. Structural Equation Modeling

Table 9. The path Coefficients and Tests of Hypothesis

Hypothesis	Relation	Original Sample	Mean	SD	T-Statistics	P-Values
H1	IL → BR	0.115	0.118	0.086	1.337	0.181
H2	OA → BR	0.108	0.106	0.114	0.942	0.346
H3	OI → BR	0.612	0.612	0.109	5.606	0.000
H4	IL → OI	0.261	0.265	0.097	2.688	0.007
H5	OA → OI	0.508	0.511	0.091	5.604	0.000
H6	IL → OI → BR	0.160	0.163	0.068	2.342	0.019
H7	OA → OI → BR	0.311	0.312	0.078	3.968	0.000

Source: Original Information Processing (2024)



Based on the research findings provided in Table 9, we are able to draw the following conclusions: The initial sample value of 0.115 shows a positive influence, the P value of 0.181 exceeds 0.050, and the T-statistic value of 1.337 comes below the T-table limit value of 1.960. This means that the results obtained do not support the relationship between inclusive leadership and business resilience of hotel businesses in Makassar. Therefore, hypothesis 1 which states that inclusive leadership affects business resilience is not supported based on the outcomes of this investigation or can be rejected.

The findings of the second hypothesis test, which examined the likelihood of a link between organizational adaptability and hotel business resilience in Makassar city were found as follows: the initial sample value of 0.108 indicates a strong influence, but the P value obtained is 0.346 which is greater than 0.050; and the T-statistic value of 0.942 is smaller than the T-table threshold value of 1.960. Thus, we can conclude that organizational adaptability does not affect the resilience of hotel businesses in Makassar city, which further refutes Hypothesis 2.

The initial sample value of 0.612, suggesting a positive effect, with a P value of 0.000 (less than 0.050), and the T-statistic value of 5.606 (over the T-table threshold of 1.960), all indicate the association between Open Innovation and the business resilience. Thus, this study's findings confirm Hypothesis 3, which indicates that the Open Innovation process has a favorable and significant impact on business resilience. It's noteworthy that the Open Innovation variable had the highest starting sample value among the three independent variables examined in this study, at 0.612, or 61.200 percent. These findings indicate that implementing the Open Innovation strategy has a substantial impact on the resilience of hotel businesses in Makassar.

The statistical test results on the relationship between inclusive leadership and open innovation in hypothesis 4 revealed that the T-statistic value was 2.688 (greater than the T-table threshold of 1.960), the P-value was 0.007 (less than 0.050), and the original sample value was 0.261 (indicating a positive effect). This demonstrates how inclusive leadership supports Hypothesis 4 by having a positive and significant impact on the Open Innovation process.

According to the results of the statistical analysis test, hypothesis 5, which investigates the relationship between organizational flexibility and Open Innovation, has a positive influence, as demonstrated by the original sample value of 0.508. The T-statistic value was 5.604 (which above the T-table limit of 1.960), while the P-value was 0.000 (less than 0.050). This directly validates Hypothesis 5, demonstrating how organizational adaptation has a positive and significant impact on the Open Innovation process.

Indirect effect analysis. This study utilizes a special indirect effect method in conjunction with the SmartPLS moderation strategy to investigate the moderating role of open innovation. Our study's findings are detailed in the sections below. According to Hypothesis 6, the P-value is 0.019, which is less than the significance level of 0.050, and the T-statistic value of the open innovation process moderating the impact of inclusive leadership on hotel

business resilience in Makassar city is 2.346, which is greater than the critical T-table value of 1.960. Based on the findings, Hypothesis 6 was supported, implying that open innovation mediates the relationship between inclusive leadership and hotel business resilience in Makassar.

The research results for Hypothesis 7 demonstrate that the related P-Value is 0.000, which is less than 0.050, and the T-statistic value of open innovation moderating the impact of organizational flexibility on company resilience is 3.968, which is greater than the T-table value of 1.960. This finding confirms support for Hypothesis 7 by showing that the relationship between organizational adaptability and resilience of hospitality businesses in Makassar is mediated by the open innovation process.

5. Conclusion and Suggestion

This study shows that the open innovation process has a significant role in improving the resilience of hotel businesses in Makassar City. Although inclusive leadership and organizational adaptability have a significant influence on business resilience through open innovation mediation, the direct influence of both on business resilience is not significant. Open innovation is a dominant factor in strengthening business resilience, especially through external collaboration, adoption of new technologies, and implementation of collaborative innovations. Therefore, hotel businesses that successfully utilize open innovation tend to be more resilient in facing changes in the business environment. These results emphasize the importance of an innovative approach involving cross-organizational collaboration and the use of modern technology in improving business resilience and sustainability.

From the results of the direct relationship test, all previously formulated research hypotheses have been answered completely. In addition, this research model effectively explains the important role of several variables in the resilience of hotel businesses in Makassar City. Hypothesis analysis shows that inclusive leadership does not affect the resilience of hotel businesses in Makassar City. Empirical facts in the field show that most hotel business leaders in Makassar City are still rigid about the Standard Operational Procedure (SOP) which is an important document containing standard procedures and instructions in carrying out various activities in their company. From the results of the respondents' answers showed the lowest mean value or 3.427. This means that there are still many hotel leaders or managers who apply effective communication with their subordinates. This study refutes previous research from (Yu, 2020) and (Andani & Wibawa, 2022) that explained the value of inclusive leadership in a business's resilience. Inclusive leadership was found to have no significant impact on the resilience of hotel businesses in Makassar City. Although the orientation of leaders towards business resilience will be stronger with the inclusive leadership they implement, hotel leaders in Makassar City are expected to be able to follow the trend in meeting the needs and desires of their customers so that they can create good value for both customers and the company itself. For this reason, inclusive leadership from hotel managers needs to be supported by innovative actions from the business itself in its aim of increasing the resilience of the hotel business in Makassar City. The study's findings demonstrate the importance of leaders to start communicating more intensely and effectively with their

subordinates. In addition, hotel managers need to instill more awareness and attention to the impact of economic or technological changes on their market. They need to be more responsive to the latest emerging technologies to understand what their consumers want.

The company's ability to respond to changes was also shown to have no good or substantial impact on the resilience of Makassar City's hotel industry. Although organizational adaptability can benefit companies in overcoming short-term problems they face more quickly, as well as adapting to changes that occur, most hotel businesses in Makassar City have not been able to effectively communicate changes in strategy or policy to the entire team. And based on the results of this study, this has not been able to increase the resilience of the hotel business in Makassar City. Empirical research on organizational adaptability in the hotel industry in Makassar shows that factors such as organizational culture, employee competence, and business strategy play an important role in improving hotel performance and competitiveness. (Mulyono & Syamsuri, 2023) conducted a study on organizational agility, open innovation, and the competitive advantage of the culinary sector in Indonesia. The study's findings revealed a favorable and significant relationship between organizational agility and a company's open innovation.

The findings also reveal that organizational agility and open innovation can favorably and significantly predict the competitive advantage of Medan City's culinary industry. The study's findings also revealed that open innovation mediates the effect of organizational agility on the competitive advantage of Medan's culinary industry. In other words, open innovation has been shown to be an important mediator in forming or creating a strong link between organizational agility and competitive advantage. In addition, research (Uhl-Bien & Arena, 2018) highlights the importance of formulating the right business strategy in facing intense competition. Internal and external environmental analysis is used to formulate strategies that can improve hotel adaptability and competitiveness. Overall, these studies confirm that organizational adaptability is influenced by organizational culture, employee competence, appropriate business strategy, and the implementation of sustainable adaptive leadership practices. These factors contribute significantly to improving the performance and competitiveness of hotels in Makassar. Thus, previous studies by (Indriyani & Kurnia, 2022) and (Ramesh et al., 2023) are refuted by the results of this study. This is the impact of differences in the population and sample of this study, as well as the geographical location of the object of this study which can give rise to different characteristics of organizational culture and its ability to adapt to changes that occur. Although in reality a further innovation process is needed in order to provide a positive and significant influence on the resilience of the hotel business in the city of Makassar.

The Open Innovation process was found to have a positive and significant effect on the resilience of hotel businesses in Makassar City. The results of the direct influence study indicate that Open Innovation is a variable that has a major influence on business resilience in the future. The coefficient value found is positive, meaning that the effect is positive, namely that the increase in the Open Innovation process will go hand in hand with the increase in resilience of the hotel business in Makassar City. By carrying out the open innovation process, it means that the business is trying to find its competitive advantage both

internally and externally by utilizing the resources it has. The open innovation indicator states that hotels in Makassar City often develop new ideas from collaboration with external partners (Z4) showing the highest average value (3.98) among the other four open innovation indicators. The indicator stating that the company has effectively implemented innovations generated through collaboration with external parties (Z5) shows the smallest average value. This shows the confusion of hotel leaders in Makassar City in implementing the innovation ideas they get after collaborating with external parties. The company is also open to new ideas from external sources, such as customers, business partners, or communities can be a company's advantage in implementing open innovation processes within their company. The results of research on this relationship show that overall business resilience can be improved by increasing collaboration with external parties, openness to new ideas, development of new ideas from collaboration, adoption and implementation of innovations they find in their business operations. These findings are consistent with previous studies by (de Sousa, 2008; Halik & Halik, 2024; Londong et al., 2024; Rumanti et al., 2022). According to the research, the Open Innovation method improves organizational performance and resilience.

Inclusionary leadership has a beneficial and significant effect upon the open innovation process. The innovation process carried out by hotels in Makassar City needs to begin with knowing the actions and behavior of their leaders. After their leaders can accept and innovate in their company, they then need to introduce the ideas and the process of implementing the innovation to everyone in the company, both employees and business owners themselves so that they are able to understand the changes that are taking place in relation to the company's operational activities. The most important thing is how the application can be used to solve the problems faced by the company. From the findings in the field, many hotels have collaborated with external parties to support their business operations. Many hotels have developed their own websites, in addition to the collaboration they have with travel services and travel providers in relation to the room reservations they offer to consumers. These hotels have also simplified the payment process they offer to their consumers. This supports the open innovation process carried out by the hotel business in Makassar City. This is in accordance with research (Ashikali et al., 2021) which states that inclusive leadership from leaders influences the process of absorbing information by the company and its application to their business.

Organizational adaptability shows a positive and significant influence on the open innovation process of hotel businesses in Makassar City. This is in accordance with research presented by (Baierle et al., 2020) which states that the innovation process is able to create competitive advantages for companies that implement it, although the innovation process itself is not free from failure. The most important value of organizational adaptability is how the company is able to adapt to changes that occur around it quickly which needs to be accompanied by innovations carried out by the company so that it can affect the success of the business as a whole.

Inclusive leadership shows a positive and significant influence on increasing the resilience of hotel businesses in Makassar City after going through an open innovation process. This is where the significant function of the open innovation variable in this study as a mediating

variable becomes visible. Inclusive leadership applied in supporting the performance of a company does not directly impact the improvement of the resilience of the business. Innovation is needed as an additional step in improving business resilience. The innovation process is described through five indicators used to measure the Open Innovation process. The innovation process can be carried out by involving external parties in the innovation activities carried out by the business. Based on empirical facts that the author found in the field, several hotel businesses have involved external parties in their innovation activities. For example, several hotels hire third-party services to assess the performance of their employees. In addition, these hotels work with travel agencies and travel agents in renting out their rooms. Consumer and competitor factors also influence the innovation process carried out by hotel businesses in Makassar City. To fulfill and facilitate consumer desires, the hotel is required to continue to use the latest technology in order to serve its consumers faster and more satisfactorily. Competitors who use the latest information technology can also encourage companies to frequently adopt or develop new technologies to improve business processes or create innovative products/services. These things can encourage increased resilience of the business. Characterized by companies that can adapt quickly to unexpected changes in the business environment. The next innovation process is that these hotels have used the latest devices and materials to improve internal innovation. The devices here can be in the form of applications used, adequate interiors, how consumers make reservations through applications that are considered the most effective, how consumers make payments, and so on.

The most visible innovation when researchers conducted surveys in the field was that currently almost all hotels have provided digital payment devices to support their business performance. Payment tools such as Q-ris, Debit Cards, Credit Cards and even paylater are almost available in all outlets visited by researchers. Hotels can also innovate through the use of information technology to gain other benefits from the internal innovations that have been carried out. By utilizing the technology they have, the hotel business can innovate by increasing brand awareness, adding packages other than the main product variants, and other innovations. The results of this study imply that the inclusive leadership variable is one of the factors that strengthens the reasons why hotel businesses in Makassar City carry out the Open Innovation process to improve their performance. The results of this study confirm previous research (Gupta et al., 2022) which emphasizes the role of inclusive leaders in creating innovation processes that are useful for the growth of company performance and future business resilience.

Organizational adaptability was found to have a positive and significant influence on business resilience after going through an open innovation process. Therefore, it can be concluded that these hotels need to innovate to support their ability to adapt to current developments. The empirical facts that the author found in the field are that many of these hotel businesses intensively provide training or skills development to the team to deal with changes in the business environment. After knowing what ideas and innovations they need to do, the leaders then take anticipatory action. The hotel also receives and utilizes feedback from team members to improve their work processes. In addition, hotels can also utilize external parties to get involved in the innovations they make. For example: endorsement



services via Instagram promoted by local influencers. Continuous efforts are also needed from the hotel to gain other benefits from both internal and external innovations that have been made. For example, SMEs can offer other services as a reward for purchasing their main product. For example, free stay vouchers, or applying discount vouchers for the next stay as has been done by several hotel businesses in Makassar City. Innovations made by hotels need to be focused on how to create consumer loyalty to the services offered by the hotel as an anticipatory action by the company to maintain core operations when facing a crisis or significant disruption. This is in accordance with the results of a study entitled *Surviving the Dynamic Business Landscape: The Influence of Dynamic Capabilities on Organizational Resilience* conducted (Amoguis, 2024). Based on this research, business leaders can use insights into dynamic capabilities for informed decision making and navigating uncertainty. Policymakers can develop targeted initiatives to promote business resilience based on empirical evidence. Investors and stakeholders gain a deeper understanding of the factors that contribute to business resilience, helping investment decisions and assessing the risks that must be faced.

Despite the research results, we realize that this study still has several limitations that pave the way for future research. First, this study was only conducted in the hospitality sector in Makassar City, so the results may not be generalizable to other sectors or regions. Second, the use of purposive sampling method can cause bias because the sample is not fully representative of the hospitality industry population. Third, this study only focuses on inclusive leadership, organizational adaptability, and open innovation as predictors of business resilience, without considering external factors such as market dynamics or government policies.

Future research can extend the study to other sectors such as retail, manufacturing, or other service sectors to evaluate whether similar findings hold. Future studies can also conduct comparative studies across cities or countries to understand the influence of cultural and economic contexts on the relationships of variables. Incorporate factors such as government policies, market dynamics, or consumer behavior as moderating or mediating variables in the study. And future research can also use a longitudinal approach to understand changes in business resilience over time and the impact of long-term adaptation policies.

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