

Inclusive Leadership and its Impact on Employee Performance

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Abstract: *Inclusive Leadership is one of the aspects of fostering inclusivity in an organization and is one of the action items for building a Progressive Human Resources Management. Leadership's role in promoting inclusion has gained much attention in today's dynamic and varied workplaces. In addition to analyzing the factors that regulate this link, this study looks into the relationship between inclusive leadership and employee performance. An abundance of research is available on leadership styles, which state their relationship with employee performance and proliferate in organizations. There exist multiple leadership styles which are mostly suitable for driving task performance. An inclusive leadership style is more focused on driving contextual performance, adaptive performance, and innovative performance, if used in addition to task-focused leadership styles, can create a better impact. One of the most important reasons for superior employee performance is the right combination of leadership styles a leader practices for his followers. This study aims to investigate how the Inclusive Leadership style can affect employee performance in organizations.*

The study will be conducted from existing literature on Inclusive Leadership followed by statistical tests. This study uses a mixed-method approach to investigate the relationship between inclusive leadership practices and employee performance, with a particular emphasis on the mediating elements that may be involved. It does this by synthesizing existing literature and empirical data. The conceptual framework clarifies the processes by which inclusive leadership practices affect employee outcomes by integrating ideas of Emancipatory Leadership, Self-Estrangement Theory and Social Exchange Theory. The scope of the study will be to explore the concept of inclusive leadership, its effect, and in which aspects it can be useful to organizations.

Keywords: *Inclusive leadership, Employee performance, Emancipatory Leadership, Social Exchange Theory*

1. INTRODUCTION:

The premise of the importance of Inclusive Leadership revolves around the Globalization of corporations, advancements in technology, and frequent mergers and acquisitions that have made workplaces agile and dynamic. Businesses must use creativity and innovation to be competitive due to several issues. Because of this, taking the lead is essential in the quest for innovation and competitiveness (Bataneh et al., 2022) which can be facilitated by able leadership. The idea of leadership has changed beyond conventional paradigms in this dynamic environment of modern organizations, giving rise to the vital and revolutionary idea of Inclusive Leadership (IL). Scholarly interest in comprehending the complex aspects of IL and its significant effects on employee performance has grown in recent years. Teams are becoming more valued in complex and modern organizational environments because they can solve problems, spur creativity, and make revolutionary projects easier to carry out (Nembhard & Edmondson, 2006) and IL due to its inherent components of a leader's supporting behaviours: availability, openness, and accessibility (Nguyen et al., 2019), harness these within team members.

- 1.1. This study aims to investigate the complex link that exists between Inclusive Leadership (IL) practices and Employee Performance (EP), as well as any mediating elements that may be involved. In the pursuit of cultivating diverse and inclusive work environments, leaders play a critical role in establishing a culture that recognizes and honours individual differences (Nguyen et al., 2019). A leader's capacity to create a varied workplace, support inclusive viewpoints, and provide equal chances for all people is what makes IL so important (Bataineh et al., 2022). This skill is becoming increasingly important for forward-thinking and successful organizational leadership.
- 1.2. The purpose of this study is to examine the subtleties of inclusive leadership and how it affects employee performance. Furthermore, the research aims to ascertain and evaluate the mediating factors that modulate the correlation between inclusive leadership and improved employee performance. This research aims to provide significant insights for practitioners and scholars alike by dissecting how IL works. This will lay the groundwork for well-informed decision-making and organizational development in the quest for peak employee performance.

2. LITERATURE REVIEW:

In the modern business environment, IL has become a crucial factor in determining an organization's success, especially when considering the effect it has on EP. The purpose of this review of the literature is to summarise the research that has already been done on the complex link between EP and IL, with a focus on the mediating elements that affect this dynamic.

2.1. Inclusive Leadership concept and definition

The hallmark of Inclusive Leadership is the capacity of a leader to foster an atmosphere at work that respects and capitalizes on the diversity of all aspects, guaranteeing that every worker feels heard, valued, and engaged (Cox & Blake 1991). (Nembhard & Edmondson, 2006) first introduced the idea of IL in the field of management, defining it as the “words and deeds by a leader or leaders that indicate an invitation and appreciation for others’ contributions”. IL refers to efforts by the leader that establish a sense of psychological security for speaking up through a direct invitation (Nembhard & Edmondson, 2006). The goal of inclusive leadership is to establish a work environment that meets employees' demands for individuality and belonging by demonstrating abilities linked to inclusion in the workplace (Xiaotao et al., 2018). An inclusive leader is accountable for the accomplishments of his people and welcomes employees from all organizational levels. In addition, an inclusive leader is crucial for creating an inclusive workplace (Qi et al., 2019). Inclusive leadership is regarded as one of relational leadership in which leaders constantly consider employees' needs and are available to them (Nguyen et al., 2019). According to the elaboration on relational leadership, inclusive leadership is a type of relational leadership where leaders are willing to express employees' expectations and take criticism (Nguyen et al., 2019). It encompasses three components of a leader's supporting behaviours: availability, openness, and accessibility (Nguyen et al., 2019). Inclusive leaders are likely to be considerate of their followers' needs and sentiments, which makes them more willing to help their subordinates (Bannay et al., 2020). IL ensures that employees participate in decision-making since it enhances the ability of employees to create new and novel ideas (Bataineh et al., 2022).

2.2. Benefits of Inclusive Leadership

(Ryan, 2007) highlighted the increase in understanding within the leadership sphere, that inclusivity is an essential component of good leadership in his study. He investigated how certain leadership arguments simply touch the surface of inclusiveness. This highlights how important it is to investigate and learn about the role, inclusiveness plays in effective leadership. Ryan's findings and understanding regarding the significance of inclusion in leadership practices are further supported by concept of Emancipatory Leadership and self-estrangement theory.

In an organization, when employees focus only on their work, they may end up feeling isolated from their social life and struggle to maintain a balance between work and personal life. This detachment can lead to burnout and stress, a concept known as the self-estrangement theory. To avoid this, leaders can adopt the Emancipatory Leadership style, a component of inclusive leadership.

According to (Ryan, 2007), Emancipatory Leadership involves positively influencing the world through one's actions, working as a team, and taking part in activities that promote beneficial changes in society, such as supporting social stability and a sense of community. Consequently, it can be said that inclusive leadership can help any organization become better. According to Inclusive Leadership, Leaders who lean towards critical thinking value equitable and collaborative techniques will spur over traditional top-down management approaches, placing a premium on teamwork and idea exchange. Team members are more likely to feel uncomfortable speaking up in front of the group if a leader adopts a dictatorial, unsupportive,

or defensive posture. In contrast, members of the team are likely to feel more psychologically at ease in their work environment and in their relationships with one another if the leader is democratic, encouraging, and open to questions and challenges (Nembhard & Edmondson, 2006).

- 2.2.1. Inclusive leadership makes it easier to create a workplace that ensures team members are treated equally and does not distinguish between members of the in-group and members of the out-group by the leader (Xiaotao et al., 2018).
- 2.2.2. When inclusive leadership shifts from low to moderate stages, team members believe their managers are benefiting them more, thus they will feel more obligated to return the favour, which will increase task performance. People will additionally choose to take greater initiative to strengthen their working connection with their leader (Xiaotao et al., 2018).
- 2.2.3. (Xiaotao et al., 2018) in their study referred to the Vertical Dyad Linkage model of (Dansereau et al. 1975) and mentioned that when inclusive leadership moves from low to moderate levels, team members who are chosen as ingroup members based on their competence, skill, trustworthiness, and possess motivation to assume greater responsibility within the team, are motivated to increase their contribution to the group and show their value to affect the exchange relationship with their supervisors.
- 2.2.4. There exists an evolutionary foundation for a person's drive to fit in because wanting to be accepted would be advantageous for both development and survival. If a sense of belonging is a basic human need, then losing it will make people respond negatively, which might lead to anxiety attacks or feelings of melancholy, depression, or poor self-worth. The psychological pain of being excluded may also lead to violent behaviour and a decrease in subjective well-being. Positive affection and conduct, on the other hand, ought to result from establishing and maintaining social ties or being accepted into the group. Employees would thus react favourably when their manager fulfills their commitment to them by lowering the perceived danger of exclusion (Xiaotao et al., 2018).
- 2.2.5. Inclusive leadership makes sure that employees have access to vital tangible and intangible resources of the organization thereby facilitating the promotion and implementation of new ideas by the employees (Bataineh et al., 2022).
- 2.2.6. Inclusive leadership enables the employees to acquire leadership support relating to beneficial resources (e.g., time, materials, space, innovation-related information, political support for legitimacy), which enhances their capacity to promote, develop, and apply new ideas (Bataineh et al., 2022).
- 2.2.7. Inclusive leaders can improve the emotions and positive feelings of employees engaging in innovative tasks (Bataineh et al., 2022).
- 2.2.8. Inclusive Leadership significantly affects employees' participation in creative work (Bataineh et al., 2022).
- 2.2.9. Inclusive leadership has the power to lessen team member's feelings of being ignored and undervalued at work (Bataineh et al., 2022).
- 2.2.10. Inclusive Leadership significantly affects employees' participation in creative work (Bataineh et al., 2022).
- 2.2.11. Inclusive Leadership has a positive impact on team member's wellbeing in a team (Bataineh et al., 2022).
- 2.2.12. Inclusive Leadership has a direct influence on adaptive performance (Bataineh et al., 2022).

2.3. Inclusive Leadership and Social Exchange Theory

The premise of Inclusive Leadership is based on the Social exchange theory. It has been demonstrated that team leader behaviours generally have an impact on a team's internal dynamics, mainly impacting the team environment and learning orientation (Nembhard & Edmondson, 2006). In a team, the team members are mostly in concurrence with the behaviour of the leaders and they informally introspect actions for information on what is estimated and suitable in team exchanges (Nembhard & Edmondson, 2006). Inclusive leadership refers to efforts by the leader that establish a sense of psychological security for speaking up by employing a direct invitation (Nembhard & Edmondson, 2006). As argued by (Xiaotao et al., 2018) and (Bataineh et al., 2022), as per social exchange theory there is an expectation of future reciprocity when someone gives someone else a favour, therefore it implies that when leaders show their team members appreciation and positive tone, the team members will reciprocate by exhibiting similar or higher levels of positive behaviour, including increasing their performance effort. Similarly to this, when leaders treat their subordinates well, the subordinates will return the favour by putting up more effort or performing better directly impacting their task performance. Employees will feel less neglected and excluded at work when there are inclusive conditions within the group. There is an evolutionary foundation for a person's drive to fit in, because wanting to be accepted would be advantageous for both development and continued existence (Xiaotao et al., 2018). Inclusive leadership involves demonstrating openness, accessibility, and availability to followers. It indicates that

these three features are the main traits of leaders in communicating and receiving employee suggestions (Nguyen et al., 2019). In addition to being open to listening and offering assistance, inclusive leaders also provide their subordinates the freedom to voice their expectations and explore other strategies for achieving superior outcomes (Nguyen et al., 2019). These elements help managers build trustworthy bonds with their staff. Employee well-being is directly impacted by inclusive relationships (Nguyen et al., 2019).

2.4. Inclusive Leadership with respect to Transformational Leadership style

The influence of different styles of leadership on team member's performance may be more fully understood by combining inclusive leadership with them. Transformational leadership and inclusive leadership, for example, have been associated with favourable impacts on employee performance. Research indicates that combining these two leadership philosophies can maximise these benefits (Carmeli et al., 2010). Without active employee participation, reciprocal influence, or rewards, transformational leadership centred on the leader and concentrated on inspiring and developing staff members in accordance with the needs of the organization. On the other hand, inclusive leadership places a strong emphasis on embracing individuals as they are, letting them contribute their special skills and perspectives, and motivating them to participate in organizational activities (Qi et al., 2019).

2.5. Characteristics and Nature of Inclusive Leadership

- Inclusive Leaders accept the opinions and mistakes of their team members by paying close attention to what they have to say, rationally accepting their mistakes, and offering support and encouragement when necessary (Qi et al., 2019).
- Rather than acting enviously, inclusive leaders value, prioritize, and celebrate the accomplishments of their team members in order to recognize and develop those (Qi et al., 2019).
- Fair treatment, consideration for needs and interests, a fair attitude towards team members, and ensuring that earnings are shared, are all characteristics of an inclusive leader (Qi et al., 2019).
- The nature of an inclusive leader is the distinctive qualities of acceptance, belongingness, originality, and inclusivity of ideas, thoughts, and views of the team members (Qi et al., 2019).
- Inclusive leaders are likely to be considerate of their followers' needs and sentiments, which makes them more willing to help their subordinates (Bannay et al., 2020).
- Leaders who are inclusive show that they are people with unbiased judgments. They are leaders who model this conduct to encourage, lead, and inspire others to replicate innovative work practices (Bannay et al., 2020).

2.6. Key Competencies of Inclusive Leadership and Formation of Domains and Items

To accomplish this, (Juliet and Andrea, 2020) explore six traits of inclusive leadership in their research study. According to the study, a leader's words and deeds can influence someone's perception of their sense of inclusion by up to 70%. This is important because people who feel more included are more likely to express themselves honestly, work more than they usually do, and take an active role in group tasks. As a result, the organization's total performance is greatly enhanced by these joint efforts. Finally, they mentioned a cluster of six signature traits, and they are:

- 2.6.1. **Visible Commitment:** Leaders genuinely show their commitment to diversity by challenging established norms, holding others accountable, and personally prioritizing diversity and inclusion.
- 2.6.2. **Cognizance:** They remain humble about their abilities, openly admit mistakes, and create an environment where everyone feels encouraged to share ideas without fear.
- 2.6.3. **Clarity of Awareness:** Leaders demonstrate a keen awareness of their blind spots and systemic flaws, actively striving to establish a meritocratic environment.
- 2.6.4. **Curiosity About Others:** With an open mindset, leaders express profound curiosity about others, listen without passing judgment, and engage with empathy to understand those around them.
- 2.6.5. **Cultural Intelligence:** Leaders pay close attention to the cultural nuances of others and adapt as needed, fostering an environment that respects and appreciates diverse cultural perspectives.
- 2.6.6. **Collaboration:** They make the team strong by helping everyone, welcoming different ideas, making sure everyone feels safe, and working together smoothly. (Juliet & Andrea, 2020).



Figure 1- The key to inclusive leadership, Harvard Business Review 6 (2020), (Juliet and Andrea, 2020).

2.7. Factors that Uphold or Deter Group Inclusion

According to (Shore et al., 2022), the more inclusive leadership is understood, the more it is important to identify the fundamentals of inclusive leadership and distinguish between its characteristics. He defined inclusive leadership as a type of leadership that fosters psychological safety, strengthens psychological empowerment, and fosters togetherness within the workgroup. It is critical to identify the specific actions that leaders should take to promote inclusivity within their team. To explain methods by which leaders can actively encourage and support inclusion while also acknowledging any hurdles they may unintentionally create inside the workgroup, the author of this article used a four-quadrant model of workgroup inclusion as a framework.

The author explained how important it is for leaders to prioritize diversity. It was also mentioned that studies show leaders who prioritize inclusion have a major impact on both the success of their organizations and the well-being of their workforce. According to the study, leaders who embrace diversity do so because they are dedicated to building trusting relationships with their team members. This creates an environment where workers feel comfortable sharing their opinions, experiencing psychological safety, and sparking innovation and creativity.

The findings of the study suggested that psychological safety is very important, particularly for minority workers. People of race can benefit greatly from leader inclusion as a prerequisite for psychological safety. To improve workgroup identification, it is also necessary to look at the variety within the workgroups. The authors found that women are frequently given a lower status in specific circumstances because of how their gender is viewed. Therefore, it's recommended that inclusive leaders could be of great assistance to minority employees, especially those who belong to the minority group within their work group. This support helps people relate to their work group, which promotes a sense of belonging.

Finally, he argued that as the organization's face, leaders influence how their people behave through feedback, signals, mentoring, and their actions. When leaders adopt a welcoming approach, especially with new workers, they serve as role models for conforming to the dominant workplace culture. These executives frequently employ socialization strategies that emphasize the organization's primary norms. However, in various environments, those leading socialization face the challenge of preserving organizational uniformity while also recognizing and valuing the individuals' unique needs and perspectives.

The author concluded that Leaders have a big impact on their teams, especially in workplace environments that are becoming more and more diverse. It's critical to understand how different leadership philosophies affect teams. Leader exclusivity is considered to be extremely harmful, while leader inclusion is thought to be the most advantageous strategy. Promoting inclusivity can be difficult for leaders, particularly if maintaining regulatory compliance takes precedence over developing an inclusive culture. To encourage inclusivity, leaders must aggressively emphasize the advantages of diversity and the insightful viewpoints that varied staff members contribute.

When a Leader prioritizes inclusivity, it is evident that all team members experience psychological empowerment. This is especially crucial for workers with marginalized identities because workplaces that are defined by exclusion, distinction, or assimilation frequently lack empowerment. Employee empowerment is demonstrated when they feel free to voice their thoughts, be genuine without worrying about the consequences, and actively participate in decision-making processes.

	Low Belongingness	High Belongingness
Low value in Uniqueness	<p>Exclusion Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.</p>	<p>Assimilation Individual is treated as an in the group when they conform to organizational /dominant cultural norms and downplay uniqueness.</p>
High value in Uniqueness	<p>Differentiation Individual is not treated as an organizational insider in the organizational work group but their unique characteristics are seen as valuable and required for group / Organization success.</p>	<p>Inclusion An individual is treated as an organizational insider and also allowed/encouraged to retain uniqueness within the group.</p>

Figure 2- Inclusive leadership: How leaders sustain or discourage workgroup inclusion, (Shore et al., 2022).

2.9. Employee Performance:

Employees who push the limits of their performance help the organization to consistently achieve its targets and goals. Employee performance can be identified in five performance buckets viz Task performance, Contextual performance, Creative performance, Adaptive performance and Counterproductive work behaviours. Task performance involves job-specific activities, which means that it will vary across different work-related roles (Koopmans et al., 2011). Contextual performance talks about individual behaviours that sustain the organizational, social, and psychological environment in which the technological core must function (Koopmans et al., 2011). The behavioural manifestation of creativity, which refers to the creation of novel and useful concepts, methods, and products, is known as creative performance (Koopmans et al., 2011). Adaptive performance refers to how well a person adapts to fluctuations in a work system/process or job function (Koopmans et al., 2011). It requires, among other things, coming up with innovative solutions to problems, navigating uncertain or erratic work situations, learning new skills, technology, and procedures, and adjusting to various people, cultures, or physical locations (Koopmans et al., 2011). The term "counterproductive work behaviour" describes behaviour that is detrimental to an organization's performance like stealing, disorderliness, drug misuse, absenteeism, and presentism (Koopmans et al., 2011).

2.10. RESEARCH QUESTION

- Is there any relationship that exists between Inclusive Leadership and Employee Performance?

2.11. HYPOTHESIS OF THE STUDY

- H₁₀ - There exists no relationship between Inclusive Leadership and Employee Performance.
- H₁₁ - There exists a relationship between Inclusive Leadership and Employee Performance.

3. METHODOLOGICAL APPROACH TO THE STUDY :

A survey was launched. It used a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) and covered the leadership domain of Inclusive Leadership, along with Employee Performance.

3.1. **Reliability Testing:** The result shows promising values of the coefficient of Cronbach's α and McDonald's ω of all domains Inclusive Leadership and Employee Performance. The coefficient value varies from 0 to 1, with values greater than 0.70 deemed good (Feißt et al., 2019). Minimal difference between the values of Chronbach's α and McDonald's ω also confirms the reliability results.

Table (1) – Summary of values of Cronbach's α and McDonald's ω

Domain name	Cronbach's α	McDonald's ω
Inclusive Leadership	0.522	0.522
Employee Performance	0.726	0.744

3.2. Test of Normality

For statistical approaches, normality refers to the form of the data distribution for each metric variable and a relationship to the normal distribution of the benchmark. Skewness is a property that determines whether a data distribution is symmetric or skewed. Deviations from the mean tend to be greater in one direction than the other. Kurtosis determines whether the frequency distribution curve is peaked or flat. Testing for skewness and kurtosis is critical because if the data distribution is symmetric/skewed or peaked/flat, statistical procedures that require normality should be used with caution. Kline (2011), Curran et al. (1996), Bryne (2010), and Hair et al. (2010) all advocated skewness $< \pm 2.0$ and kurtosis $< \pm 7.0$ for determining distribution normality. The values of Skewness and Kurtosis for all attributes of both domains in Table (2) are not under acceptable limits hence data can't be considered as normally distributed.

Table (2) – Summary of values of Skewness and Kurtosis

Domain name	Statistics	Attribute 1	Attribute 2	Attribute 3	Attribute 4
Inclusive Leadership	Skewness	-1.38	-0.94	-1.55	-0.97
	Kurtosis	1.79	0.28	3.19	1.69
Employee Performance	Skewness	-1.21	-1.05	-1.27	-2.31
	Kurtosis	1.83	1.22	1.46	7.66

4. RESEARCH METHODOLOGY :

4.1 Respondent's Demographic profile

The workforce is predominantly male (97.34%) and well-educated, with over half holding science degrees (51.33%). The largest age group is 30-35 (38.74%), followed by 25-29 (36.56%). Most employees have worked in their current role for a short period, with 27.12% having 1-2 years, and many have 5-10 years of total job experience (38.74%). There are few with tenure over 10 years, and overall, the workforce skews young, experienced, and science-educated.

4.2 Assumption check

Assumption check like the Normality Test (Shapiro-Wilk) was conducted. During the Shapiro-Wilk test, the p-value for all attributes < 0.01 which is far below the significance level (commonly 0.05), indicating that the data is not normally distributed. Histograms of all attributes clearly show the distribution of data is not normal. Also data type of the variables is nonparametric (Ordinal) hence to check the relationship between the Inclusive leadership styles a nonparametric test like Spearman's correlation is the best option (Hauke & Kossowski, 2011).

Table- (3) Below are the histograms of attributes of Inclusive Leadership

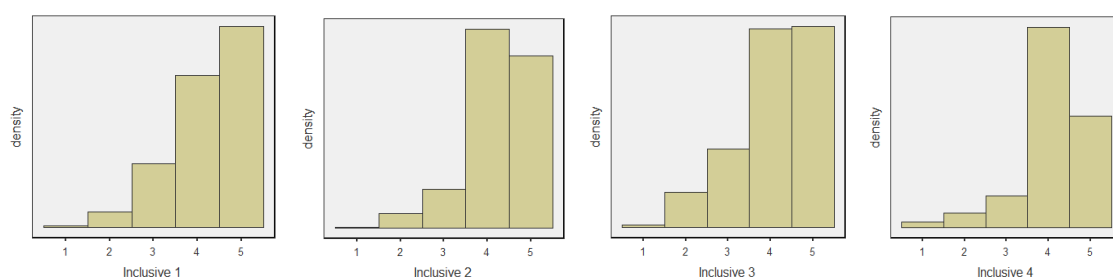
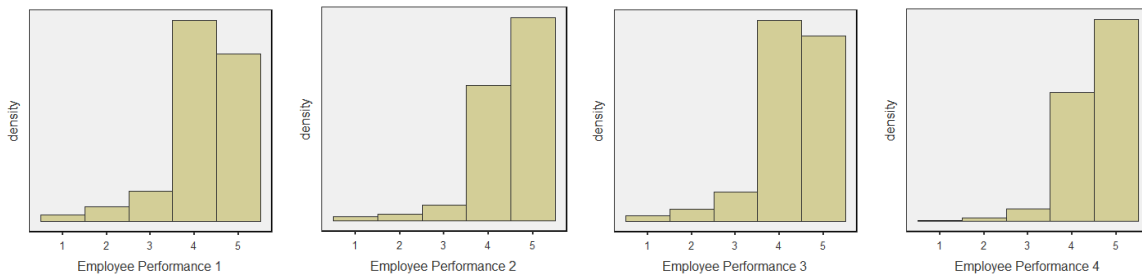


Table – (4) Below are the histograms of attributes of Employee Performance



4.3 **Spearman correlation matrix** - A Spearman correlation matrix is a square matrix showing Spearman's rank correlation coefficients for variable pairs. Diagonal values are always one, as each variable perfectly correlates with itself. This matrix helps identify if correlations are significantly different from zero, indicating a statistically significant monotonic relationship (De Winter, Gosling, & Potter, 2016). Correlation values range from -1 (perfect negative) to +1 (perfect positive), with zero indicating no monotonic relationship. To streamline the matrix, short names were created for each attribute.

Table (5) - Correlation Matrix of Employee Performance with Inclusive Leadership

		ILLS A1	ILLS A2	ILLS A3	ILLS A4	EP A1	EP A2	EP A3	EP A4
ILLS A1	Spearman's rho	—							
	p-value	—							
ILLS A2	Spearman's rho	0.623	—						
	p-value	<.001	—						
ILLS A3	Spearman's rho	0.562	0.472	—					
	p-value	<.001	<.001	—					
ILLS A4	Spearman's rho	0.333	0.328	0.331	—				
	p-value	<.001	<.001	<.001	—				
EP A1	Spearman's rho	0.293	0.275	0.232	0.484	—			
	p-value	<.001	<.001	<.001	<.001	—			
EP A2	Spearman's rho	0.39	0.407	0.368	0.52	0.499	—		
	p-value	<.001	<.001	<.001	<.001	<.001	—		
EP A3	Spearman's rho	0.366	0.368	0.322	0.615	0.496	0.577	—	
	p-value	<.001	<.001	<.001	<.001	<.001	<.001	—	
EP A4	Spearman's rho	0.333	0.391	0.319	0.338	0.195	0.315	0.336	—
	p-value	<.001	<.001	<.001	<.001	<.001	<.001	<.001	—

All four attributes of the domain **Inclusive Leadership** have **Spearman's rho values** as positive and **p-values < 0.001**. This indicates that these attributes of the domain Inclusive Leadership style are positively and strongly correlated with all four attributes of Employee performance hence under this circumstances the null hypothesis “ **H1₀**- There exists no relationship between Inclusive Leadership and Employee Performance” is being rejected and alternate hypothesis “**H1₁**- There exists relationship between Inclusive Leadership and Employee Performance has been accepted.

5. FUTURE SCOPE OF STUDY :

Most studies on leadership and employee performance are qualitative in nature, there is further scope to conduct quantitative studies and also a combination of both to deep dive into the subject. Additionally, there is a scope to investigate the relationship between Inclusive Leadership and employee performance over a long time to understand the long-term impacts and casualties. Finally, there is a scope to check how different organizational contexts like industry type, company size, and external factors like economic factors influence this relationship between inclusive leadership and employee performance.

6. CONCLUSION :

Despite the vast body of research demonstrating inclusive leadership's beneficial effects on worker performance, there are still some obstacles and gaps. Subsequent investigations ought to delve into contextual elements that might impact the efficacy of inclusive leadership across various sectors and organizational contexts. To sum up, the review of the research emphasizes how important inclusive leadership is in influencing employee performance. This paper offers a thorough knowledge of the mechanisms via which inclusive leadership contributes to organizational performance by looking at the mediating elements, taking organizational culture and leadership styles into consideration, and more. For improvement, more study in this area is essential.

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