




## IMPACT OF INCLUSIVE LEADERSHIP ON INNOVATIVE WORK BEHAVIOR OF EMPLOYEES OF ACADEMIA: MEDIATION & MODERATING EFFECT

Abdul Hanan<sup>1</sup>, Farzana<sup>2</sup> & Muhammad Atif<sup>3</sup>

<sup>1</sup>Institute of Business Administration, KFUEIT, Rahim Yar Khan, Punjab, Pakistan

<sup>2</sup>Business and Public Administration, The Emerson University, Multan, Pakistan

<sup>3</sup>Institute of Business Administration, KFUEIT, Rahim Yar Khan, Punjab, Pakistan

KEYWORDS	ABSTRACT
Inclusive Leadership, Psychological Safety, Perceive Organizational Support, Innovative Work Behavior	<p>This study aims to analyze impact of inclusive leadership style on employee innovative work behavior. This research is unique in the nature and first to explore the effect of inclusive leadership style and their output and unique mediation and moderation effect. This study used structured questionnaire for data collection purpose. A survey questionnaire was distributed among employees to voluntarily participate in survey and responded to questions using self-administration technique. After collecting required information, data has been analyzed through SPSS. In this study, there are for empirical relationships will be explore with the mediation and moderation effects. With the support of leaders, employees enjoy working in organizations and indulge in the day-to-day activities. There are many factors through which, employees feel them psychologically safe and these factors might be wage rate, office environment, co-workers supports and others phenomena. To the best of the author's knowledge, this study is the first attempt to analyze the effect of inclusive leadership on employee Innovative work behavior and therefore provides a significant contribution for the achievement of tasks in diverse situations.</p> <p> <b>2024 Journal of Social Sciences Development</b></p>
<p><b>ARTICLE HISTORY</b></p> <p>Date of Submission: 04-11-2024            Date of Acceptance: 07-12-2024            Date of Publication: 10-12-2024</p>	
<b>Corresponding Author</b>	<b>Farzana</b>
<b>Email:</b>	<a href="mailto:za.farzana53@gmail.com">za.farzana53@gmail.com</a>
<b>DOI</b>	<a href="https://doi.org/10.53664/JSSD/03-04-2024-03-21-32">https://doi.org/10.53664/JSSD/03-04-2024-03-21-32</a>

### INTRODUCTION

It has long been recognized that Innovative work behaviours is critical to an organization's survival & success (Amabile, 1997; Chen, 2018; Huang, Sindakis, Aggarwal & Thomas, 2022). Management provides the significant input to organizational processes and directs such actions as those of the personnel. As the external environment continues to change at fast pace, more and more companies begin to realize the value of innovative work behavior management for tomorrow's competitiveness (Joel & Oguanobi, 2024). As a result of several changes in the current workplace environment, the

approach that is seen as a way of improving employee commitment and increasing performance is initiative we have come to know as inclusive leadership. Through use of fair practices and policies in workplaces, inclusive leaders help employees come up with expected results through provision of an area where they can present best idea, IWB, and opportunities to experiment with useful ideas. While individual and organizational IWB has received most attention (Chen, Zheng, Yang & Bai, 2016; Damanpour & Schneider, 2006; Gumusluoglu & Ilsev, 2009), team level IWB or inclusive leadership style has been found to be small in comparison to other diverse variables (Boerner & Streit, 2007; Eisenbeiss, Knippenberg & Fahrbach, 2015; Wang, Yang, Wang, Su, Li, Zhang & Li, 2019).

Innovative work behavior and creativity can be generated through team work but it can be ill-fated for an organization (Merlo & Mann, 2004) and team work cannot be denied in this modern era due to the competitors available in environment so the team work or inclusive leadership in this modern era are very helpful to achieve the targets and goals (Ye, Wang & Guo, 2019). In following study, we analyze the effects of inclusive leadership on individual Innovative work behavior with psychological safety as a mediator and perceived organizational support as a moderator. Leaders are a key societal information source and employees rely on leaders and look for insights. This kind of psychological safety which means employees' perception of free speech & free experimentation is a major ingredient that helps free flow of employees' creativity. Perceived organizational support that speaks to degree to which employees consider their organization to value their efforts and/or be concerned about welfare, strengthens benefits of inclusive leadership on IWB. So, it cannot be surprised that teams have been an essential and important topic in theory and practice (Chen, 2018; Ye et al., 2019) It is very challengeable to get employee efficiency and job satisfaction to keep them productive.

It is further studied according the theories contingency theory (Peters, Hartke & Pohlmann, 1985) and situational leadership theory (Goodson, McGee & Cashman, 1989) expresses that leadership share the idea that leadership is common theory / community theory, so the understanding cannot be done in separation beyond the situation to which it belongs. Knowledge of these relationships is crucial for the organizations that are trying to foster organizational culture that implies Innovative work behavior and constant changes. Thus, it is important to investigate how leadership inclusion and support for psychological safety together with organizational support can help leaders and organizations to implement change to attain increased individual innovative work behavior and organizational growth (Boekhorst, 2015). As the growth, advice, support and improvement of the ability of their employees to care for and adapt to environment continuously is nurture by inclusive leaders in the diverse circumstances. This model of governance offers information that recognizes, encourages and supports the ideals of employees; leaders, on other hand, allow for differing views, tolerate employee failure and stimulate creativity, that decreases psychological and material error costs.

### LITERATURE REVIEW

Inclusive leadership has become more and more means of gaining greater creativity for researchers and practitioners to settle different employees (Nasir, Mukhtar & Ramzan, 2023). The inclusive

leadership, is a style of leadership that adopts behaviors that encourage the inclusion of employees in organizations owing to their respect of diversity and equal treatment of employees. The persons with life managing, capacity to get the job done and people skills enable employees to trust leaders, work together and feel safe (Shore, Cleveland & Sanchez, 2018). The leaders show transparency, accessibility and accessibility in their relationships with supporters. Thus, previous studies focused mostly on creativity's positive impact via inclusive leadership (Rodriguez, 2018). All these includes the leadership, team creativity have boosted (Wang, Yang, Wang, Su, Li, Zhang & Li, 2019). The sensation of personal danger at work is psychological safety. The subjective concept of equipment and safety is psychological safety. When at their work place people feel comfortable, they are not worried about the negative effect of self-expressions, their employer challenges or interpersonal conflicts (Kahn, 1990), which can lead towards changes or talk (Wang, Tang, Naumann & Wang, 2019).

Psychological safety refers to the feeling of the workers being able to openly and willingly engage in interpersonal openness and risk taking with others at workplace, with beneficiaries accepting and embracing contributions, questions, and self-generated interrogatives or feedbacks without concerning about public discomfiture, ridicule or penalty (Edmondson & Lei, 2014). Psychological safety may be benefit to people for overcoming nervousness of learning. Hence, this study considers positive effect of inclusive leadership on psychological safety of individuals, in turn positively effect. PS feels "there's no psychological risk for people" (Edmondson, 1999). Employees use PS when they want to report errors, poor performance and proposals for adjustments. PS was described in the report by Nemhard and Edmondson (2006) as "speaking freely if persons are not restricted by the risk of disagreement of others and resulting negative personal repercussions." Leadership supports attention and listening of leaders to subordinates' requirements, developing a healthy relationship with subalterns and fostering transparency, effective and accessible interaction with subordinate organizations.

The main objective of said study describes and examines that when and how inclusive leadership style is related to achieve organizational targets with Innovative work behavior. Increased support for the equality, tolerance and respect of the organizations is friendly related to other management approaches. Employees' perception towards Organizational support means employees get support from the organizations then automatically job performance and commitment were increase (Islam & Ahmed, 2018; Tremblay et al., 2019; Wu & Liu, 2014). Support from organization will encourage employees to make extra efforts in their duties (Ahmad et al., 2022). Researchers, basically those utilizing the social trade hypothesis (Mitchell et al., 2015) have connected thoughtful and caring associations with many outcomes. Such researchers propose that when organization thinks about advantage of its individuals, representatives are probably going to give back with good emotions, work perspectives, and conduct aims toward organization. It is viewed as one of most essential ways for solving creative problems during work that seeks assistance from other members (Yolanda et al., 2022).

In this respect, requesting others for aid in solving the creative problem is actually proactive in searching out relevant individuals at work to interchange diverse thoughts and experiences that

are important part of developing creativity (Granados & Eastaway, 2019). In spite of its significant relevance and importance focus is less on how social interaction in the workplace is related to the IWB performance of organization. The previous research focused on impacts of support to individual creativity or in a team context but did not explore its impact on organizational innovative work behavior achievement. Taggar (2002) shows that every sort of proactive conduct on individual or team level (including search for support) is favorably related to both creative individuals and teams (Farr & Tran, 2008). Mueller and Kamdar, (2011) offered empirical proof that a higher level of behavioral support is favorably connected with creativity of individual (Mueller et al., 2011). While analyzing the literature, it is assured that critical analysis is carried out. In this chapter, the gaps are also established, and information from literature is given. This chapter further develops research framework.

Moreover, Hypotheses with complete theoretical rationale are also a valuable feature that contributes to the overall study. Inclusive leadership has become more and more a means of gaining greater creativity for researchers and practitioners (Randeletal et al., 2018) to settle different employees. Leaders show transparency, accessibility and accessibility in their relationships with supporters. Previous studies focused mostly on creativity's positive impact via inclusive leadership (Carmeli et al., 2010). Including leadership, team creativity has boosted (Guo et al., 2022). According to research by Wang et al. (2019) inclusive leadership is advantageous for Innovative work behavior. The research focused mainly on a single intellectual mechanism, particularly the optimistic mechanisms through inclusive leadership has a beneficial impact on creativity (Carmeli et al., 2013). Hence, current study considers positive effect of inclusive leadership on psychological safety of individuals, in turn positively effect. In this connection, recently, Busse et al. (2016) created the major theory dubbed the antecedent~ benefit~cost (ABC) framework, which thus stated that an ancestor variable has a contradictory impact over two different mediation variables on the reliant variable.

H1: Inclusive leadership have a significant and positive relationship with Psychological Safety.

The psychosocial security environment encourages people to feel safe, fearless and to recognize their ability and distinctive skills (Edmondson & Roloff, 2008). Psychological security enables group and individual reflections, cognitive and distinctive thought capabilities leading to higher results, performance, learning behavior (Edmondson, 1999). In previous studies the psychological safety construct, including its impact, was considerably examined in diverse working environments (Edmondson, 1999). Psychological safety is a crucial intellectual state to develop new knowledge and bring about the change, according to Edmondson (1999) and Kahn (1990). Various behavioral outcomes, such sharing information, creativity, learning attitudes and behaviors and organizational citizenship, could arise from this standpoint. The relations between psychological safety and its possible impacts such as learning, generation of knowledge, and performance were examined in an empirical study by Choo et al (2007). Sanner and Bunderson (2015) studied psychological security variable by identifying features that permit or impede the results of labor (Sanner & Bunderson, 2015).

H2: Psychological Safety have a substantial relationship with Innovative work behavior.

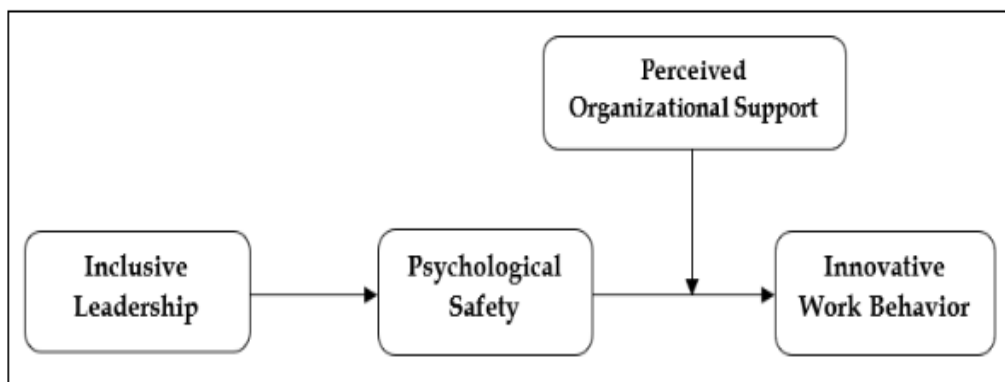
Recent studies have revealed that in a certain working group not only are new ideas developed but also on site in the context of work challenges (Amabile & Pratt, 2016). That is because individuals find way to work informally & discuss social concerns with each other (Marsick & Watkins, 2003). Indeed, other members view the resolution of creative challenges at work as one of most essential ways (Rijt et al., 2013). In this sense it is active to seek aid from others by seeking relevant people to exchange views and experiences, which are a key element in creative growth, to meet a creative challenge (Granados & Eastaway, 2019). The main focus is less on how the social interaction in the working environment is related to the company's innovative performance, despite its considerable significance and importance. Taggar (2002) suggests that all kinds of proactive behavior, including the quest for assistance, at individual or team level, are favorably linked to creative people and teams. The higher degree of support is linked to creativity of individuals is provided by (Mullen et al., 2003). It is fair to assume that creative results have led to new goods, methods and have positive impact on entire business, since support for creativity findings on individual levels (Chong & Ma, 2010).

H3: Psychological Safety intervenes significant link between inclusive leadership and IWB.

Accordingly, in our study we propose that the POS for employees is also a socially built idea, which is influenced by information obtained from their direct employees. Recently, corporations have become a person and take actions on the well-being of their employees. Because talent markets are competing, HR roles are of importance and employee retention, recruitment and development are taken care of (Islam & Ahmed, 2018; Srikanth et al., 2020). The company assists employees in their further efforts (Ye et al., 2019). Researchers have linked the many results to thoughtful and caring associations that are mostly based on the idea of social trade (Cropanzano & Mitchell, 2005). The earlier research was mostly concerned with the impact of supporting individual or team creativity but failed to explore its impact on performance of organizational Innovative work behavior. Hence, this study considers positive effect of inclusive leadership on psychological safety of individuals, in turn positively effect. These experts say that if organization considers the benefits of its individuals, it is likely that representatives return with favorable emotions, work perspectives & organizational objectives.

H4: Perceived organizational support significant association among inclusive leadership & IWB.

Figure 1 The Hypothesized Model



## RESEARCH METHODOLOGY

This study has opened the new avenues for research and empirically proved the relationships. Most of studies have examined the relationships of inclusive leadership style and IWB but this study is unique in finding the psychological safety as mediator and perceived support as moderator among inclusive leadership and psychological safety. The data for study is gathered using a questionnaire. The use of 5-point scale to get answers from teaching and non-teaching staff as 1=strongly disagree & 5=strongly agree. This in turn can encourage self-esteem of employees and stimulate their vocal promotion (Liang et al., 2012) questionnaire contain 9 items to collect responses on 5-point Likert scale as 1=SD and 5=SA. The psychological safety of employees is greatly strengthened when the behavior of leaders is more open, available and accessible (Carmeli et al., 2010). The 5-point Likert scale gather responses from respondent. Most studies on leadership style and its output tend to rely on self-reporting surveys from respondents in order to understand their cognition. Although some researchers are skeptical about findings from self-reporting surveys, consider that self-reporting surveys can yield valid measurements only if they have sensible designs (Howard, 1994). When collecting demographic data (age, gender, ethnicity, organization, can be verified from some other source.

Evaluating the usefulness of experimental manipulation. The obtaining leadership data, such as inclusive leadership. Thus, collecting data on respondents' behavior like continuous progress and Innovative work behavior. Measuring the moderation influence of apparent organizational support and mediation effect of psychological safety. Seeking respondents' perceptions about their work environment. This study qualifies as a self-reporting survey as it intends to examine the relationship between inclusive leadership and its impact on the innovative work behavior. Furthermore, the measures of these variables cannot be verified with other means because there is no direct way of cross-validating the respondents' Innovative work behavior. Thus, a self-reporting survey will be a valid and useful source of data collection. Organizations must Innovative through the development of new items or procedures to remain competing in the global marketplace (Solleiro et al., 2016). Thus, the innovative work behavior process is a description of all the physical and cognitive acts performed by staff to achieve the interdependent innovative tasks essential to produce new ideas and Innovative work behaviors (Mueller & Kamdar, 2011). The instrument was further refined and improved based on the reliability, discriminant and convergent validity of data collected for the pilot study.

## RESULTS OF STUDY

To conduct this study, 300 questionnaires were spread to teaching and non-teaching staff working at different academia. The summary of Mean, standard deviation, skewness and kurtosis and item-total co-relation for inclusive leadership, psychological safety, perceived organizational support, and innovative work behavior is presented in the table below. The reliability estimates show good consistency among the items of achievement motivation goals scale, since all the values are greater than the cut-off point of 0.6. To achieve the validity and reliability of data collected, the selection of sample size, sample frame and target respondents has carefully planned. An appropriate sample frame includes: possibly all unit in population (Mazzocchi, n.d.) an updated sampling frame (Karp & Lilley, 2007); and a depiction of the total population elements single time only. It is unusual to

have a complete list of population members; therefore, it is important to construct an appropriate list. While, in present study, whereby the sampling frame was developed based on the list acquired from the administration department of the educational institutions, was established to spur their responses.

The process of sampling applies to choosing a suitable number of members from the population to support generalization. The central ingredient of numerical research, member, appropriate sample assures the capacity to simplify the population results, which better inhibits sample bias (Yobas et al., 2016; Bougie, 2016). In keeping to Hair et al. (2010), choice was firmly restricted because of private nature, not franchises nor subsidiaries (i.e., not holding companies), and not shell companies (incorporated by individuals, but not acting as active entrepreneurs). First, it is recommended that researchers add few reverse-coded questions in self-reporting survey to reduce promise response tendencies. Following general guideline, this study included some reverse-coded items in inclusive leadership constructs. To assure instrument validity and reliability, the internal consistency method was utilized by use for reliability coefficient taken Cronbach alpha computation for each factor in study.

All the item scales used in the study attained high internal scale reliability with Cronbach's alpha standardized values. Every factor to be reliable the Cronbach's alpha must be > 0.7. thus, the results shown in Table suggest that all these scales are reliable and can be employed in the main study. Furthermore, discriminant validity was established with AMOS 23 (Michon & Chebat, 2008), and all the constructs were found to be unidimensional. The factors correlation matrix was examined and the insignificant correlations among all constructs designated distinct constructs (Hill et al., 2009). In this linking, the organizations must Innovative through the development of new items or procedures to remain competing in the global marketplace. Thus, discriminant validity between all constructs was actualized. In this regard, in light of the preliminary statistical analyses from the pilot study, the study constructs were found reliable and valid; hence, no alteration was made in the questionnaire.

Table 1 Statistical Outcomes

Goodness of Fit Indices	Desirable Range	Measurement Model
X2	Null	459.89
NC	<=5	2.43
GFI	>=0.80	.866
AGFI	>=0.80	.806
RMSEA	<=0.6	.064

Table 2 Incremental fit indices

NFI	>=0.80	.936
CFI	>=0.90	.922
TLI	>=0.90	.940

Table 3 Direct, Moderation and Mediation effect Analysis

Hypothesis	$\beta$	SE	T	P
------------	---------	----	---	---

H1	0.4477	0.0503	0.0666	0.0000*
H2	0.4666	0.0555	0.0646	0.0002*
H3	0.4325	0.0646	0.0565	0.0001*
H4	0.4235	0.0522	0.0676	0.0002*

The analysis methods employed for addressing the questions of research the present study range from reliability test, graphic statistics, and correlation analysis to progressive structural equation modelling. In the start of data analysis, SPSS was used for preliminary univariate statistical analysis. An attempt for data screening was made. Data screening refers to the process of assessing either the data is free of outliers, normally distributed, and ready to be used. In next step, structural equation modelling was used to ascertain the confirmatory factor analysis. This technique was employed as analysis of models having multiple independent and dependent variables mostly made through statistical technique of the SEM (Frazier, et al., 2004; Tabachnick & Fidell, 2001b), especially the examination of mediation hypotheses that have not been tested before. With the use of SEM, it is promising to model hidden variables by numerous observed indicators & examine relations among those hidden variables. The reliability refers to consistency and stability among a set of dimensions measured with a single instrument (Price et al., 1981). Reliability differs from validity in the sense that validity emphasizes what should be measured whereas reliability highlights how it should be measured (Hair et al., 2017). Prior to reliability analysis, one-dimensionality was checked for each scale.

### DISCUSSION & CONCLUSION

This paper aims at identifying the effect of inclusive leadership on the individual Innovative work behavior while considering psychological safety as mediator, & perceived organizational support as the moderator. Consequently, the study's outcome points that the inclusive leadership enhances consistent Innovative work behavior among people due to the trust encouraged in the organization. Psychological safety appears as a key moderator reasoning that employee sharing ideas feel free to do it without the pressure of any form of negativity or penalty. Perceived organizational support enhances this relationship and offers the required assistance along with the motivation in order to innovate to the employees. The findings reinforce the best practice of management behavior that embrace people, encourage listening and endorse diversity. Of course, such practices do a great deal more than contribute to superior individual performance; they also drive the organization's innovative work behavior and integration. The organizations that effectively use the fair policies, resources, and visibility increase the impact of inclusive leadership on Innovative work behavior results.

The implications of this study for enhancing the understanding of the ways in which inclusive leadership factors affect individual Innovative work behavior are as follows: Psychological safety and perceived organizational support are mediator and moderating variables in the relationship between inclusive leadership and team Innovative work behavior. In this linking, leaders who are approachable and receptive and promote the use of numerous points of view have employees who are psychologically safe to provide and enact the creative solutions. Furthermore, the perceived organizational support enhances this relationship as it helps to support the employees and facilitate



innovative processes by offering the organizational resources, appreciation and motivation, which reassures the significance of the Organizational culture support besides the effective leadership inclusion.

### Limitations & Future Research

The current study has limitations. The inside-out approach of the study limits the capacity to make a causal analysis of the correlations between with variables. Also, lack of objective data produce when using self-administered questionnaires may lead to response bias where participants give socially desirable responses. In this connection, there is an absence of the explanation of interactive innovative work behavior model, which might be based on the collaborative and shared work or the organizational level of Innovative work behavior with an emphasis on the inclusive leadership effects. Moreover, selecting various industries maintain different cultural backgrounds as well as organizational structures make result from this sample only partly applicable to other settings and context.

Future work may overcome these limitations by using longitudinal research designs to compare the outcomes at different time instances and using experimental designs that can effectively test causal effects of a condition. Expanding the scope of research on leadership to industries and cultures may provide richer information about psychological safety and organizational support within those settings activated by inclusive leaders. Extending research focus to team-level and organizational IWB could reveal other aspects of how inclusive leadership produces creativity and cooperation. In addition, it finally, the analysis of how current tools and technology support the implementation of inclusive leadership practices can be an added advantage of adding this relationship. These paths may provide a foundation for future research to extend our knowledge of the specific processes and the contingencies moderating the relationship between inclusive leadership and Innovative work behavior.

### REFERENCES

- Ahmad, M. S., Barattucci, M., Ramayah, T., Ramaci, T., & Khalid, N. (2022). Organizational support and perceived environment impact on quality of care and job satisfaction: a study with Pakistani nurses. *International Journal of Workplace Health Management*, 15(6), 677–693.
- Amabile, T. M. (1997). Entrepreneurial creativity through motivational synergy. *The Journal of Creative Behavior*, 31(1), 18–26.
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157–183.
- Boekhorst, J. A. (2015). The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management*, 54(2), 241–264.
- Boerner, S., & von Streit, C. F. (2007). Promoting orchestral performance: The interplay between musicians' mood and a conductor's leadership style. *Psychology of Music*, 35(1), 132–143.
- Bougie, S. & R. (2016). Research Methods For Business: A Skill Building Approach - Uma Sekaran, Roger Bougie - Google Books. In *Business Research Methods Books*.
- Carmeli, A., Gelbard, R., & Palmon, R. (2013). Leadership, creative problem-solving capacity, and

- creative performance: Importance of knowledge sharing. *Human Resource Management*, 52(1), 95–121.
- Chen, C. (2018). *Integrating Knowledge Activities for Team Innovation : Effects of Transformational Leadership*. 44(5), 1819–1847.
- Chen, L., Zheng, W., Yang, B., & Bai, S. (2016). Transformational leadership, social capital and organizational innovation. *Leadership & Organization Development Journal*, 37(7), 843–859.
- Chong, E., & Ma, X. (2010). The influence of individual factors, supervision and work environment on creative self-efficacy. *Creativity and Innovation Management*, 19(3), 233–247.
- Damanpour, F., & Schneider, M. (2006). Phases of the adoption of innovation in organizations: effects of environment, organization and top managers 1. *British Journal of Management*, 17(3), 215–236.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350–383.
- Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 23–43.
- Edmondson, A. C., & Roloff, K. S. (2008). Overcoming barriers to collaboration: Psychological safety and learning in diverse teams. In *Team effectiveness in complex organizations* (pp. 217–242). *Routledge*.
- Eisenbeiss, S. A., Knippenberg, D., & Fahrbach, C. M. (2015). Doing well by doing good? Analyzing the relationship between CEO ethical leadership and firm performance. *Journal of Business Ethics*, 128, 635–651.
- Farr, J. L., & Tran, V. (2008). Linking innovation and creativity with human resources strategies and practices: A matter of fit or flexibility? In *Multi-level issues in creativity and innovation* (pp. 377–392). Emerald Group Publishing Limited.
- Goodson, J. R., McGee, G. W., & Cashman, J. F. (1989). Situational leadership theory: A test of leadership prescriptions. *Group & Organization Studies*, 14(4), 446–461.
- Granados, C., & Pareja-Eastaway, M. (2019). How do collaborative practices contribute to innovation in large organisations? The case of hackathons. *Innovation*, 21(4), 487–505.
- Gumusluoglu, L., & Ilsev, A. (2009). Transformational leadership, creativity, and organizational innovation. *Journal of Business Research*, 62(4), 461–473.
- Guo, Y., Jin, J., & Yim, S.-H. (2022). Impact of inclusive leadership on innovative work behavior: The mediating role of job crafting. *Administrative Sciences*, 13(1), 4.
- Huang, Z., Sindakis, S., Aggarwal, S., & Thomas, L. (2022). The role of leadership in collective creativity and innovation: Examining academic research and development environments. *Frontiers in Psychology*, 13, 1060412.
- Islam, T., & Ahmed, I. (2018). Mechanism between perceived organizational support and transfer of training: Explanatory role of self-efficacy and job satisfaction. *Management Research Review*, 41(3), 296–313.
- Joel, O. T., & Oguanobi, V. U. (2024). Leadership and management in high-growth environments: effective strategies for the clean energy sector. *International Journal of Management & Entrepreneurship Research*, 6(5), 1423–1440.

- Karp, N. A., & Lilley, K. S. (2007). Design and analysis issues in quantitative proteomics studies. *Proteomics*, 7(S1), 42–50.
- Klainin-Yobas, P., Ramirez, D., Fernandez, Z., Sarmiento, J., Thanoi, W., Ignacio, J., & Lau, Y. (2016). Examining the predicting effect of mindfulness on psychological well-being among undergraduate students: A structural equation modelling approach. *Personality and Individual Differences*, 91, 63–68.
- Marsick, V. J., & Watkins, K. E. (2003). Demonstrating the value of an organization's learning culture: the dimensions of the learning organization questionnaire. *Advances in Developing Human Resources*, 5(2), 132–151.
- Mitchell, R., Boyle, B., Parker, V., Giles, M., Chiang, V., & Joyce, P. (2015). Managing inclusiveness and diversity in teams: How leader inclusiveness affects performance through status and team identity. *Human Resource Management*, 54(2), 217–239.
- Mueller, J. S., Goncalo, J. A., & Kamdar, D. (2011). Recognizing creative leadership: Can creative idea expression negatively relate to perceptions of leadership potential? *Journal of Experimental Social Psychology*, 47(2), 494–498.
- Mueller, J. S., & Kamdar, D. (2011). Why seeking help from teammates is a blessing and a curse: a theory of help seeking and individual creativity in team contexts. *Journal of Applied Psychology*, 96(2), 263.
- Mullen, A. L., Goyette, K. A., Soares, J. A., Mullen, A. L., Goyette, K. A., & Soares, J. A. (2003). *Who Goes to Graduate School? Social & Academic Correlates of Educational Continuation after College*. *Who Goes to Graduate School? Social and Academic Correlates of Educational Continuation After Colle*. 76(2), 143–169.
- Nasir, H. M. U., Mukhtar, S., & Ramzan, A. (2023). How leadership styles effects continuous improvement and innovation: a mediation & moderation model. *Journal of Social Research Development*, 4(1), 81–99.
- Peters, L. H., Hartke, D. D., & Pohlmann, J. T. (1985). Fiedler's Contingency Theory of Leadership: An application of the meta-analysis procedures of Schmidt and Hunter. *Psychological Bulletin*, 97(2), 274.
- Pirola-Merlo, A., & Mann, L. (2004). The relationship between individual creativity and team creativity: Aggregating across people and time. *Journal of Organizational Behavior*, 25(2), 235–257.
- Rodriguez, J. L. (2018). *Inclusive leadership and employee engagement: the moderating effect of psychological diversity climate*.
- Sanner, B., & Bunderson, J. S. (2015). When feeling safe isn't enough: Contextualizing models of safety and learning in teams. *Organizational Psychology Review*, 5(3), 224–243.
- Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176–189.
- Solleiro, J. L., Castañón, R., & Gaona, C. (2016). Promoting lean innovation for SMEs: A Mexican case. In *Handbook of research on driving competitive advantage through sustainable, lean, and disruptive innovation* (165–184). IGI Global.
- Srikanth, M., Kumar, G. N., & Reddy, W. R. (2020). Entrepreneurship, innovation, and economic development: An Indian experience. *SEDME (Small Enterprises Development, Management*

- & Extension Journal*), 47(3), 279–292.
- Taggar, S. (2002). Individual creativity and group ability to utilize individual creative resources: A multilevel model. *Academy of Management Journal*, 45(2), 315–330.
- Tremblay, M., Gaudet, M.-C., & Vandenberghe, C. (2019). The role of group-level perceived organizational support and collective affective commitment in relationship between leaders' directive and supportive behaviors and group-level helping behaviors. *Personnel Review*, 48(2), 417–437.
- Van der Rijt, J., Bossche, P., & SR Segers, M. (2013). Understanding informal feedback seeking in the workplace: The impact of the position in organizational hierarchy. *European Journal of Training and Development*, 37(1), 72–85.
- Wang, Y., Tang, C., Naumann, S. E., & Wang, Y. (2019). Paternalistic leadership and employee creativity: A mediated moderation model. *Journal of Management & Organization*, 25(1), 137–156.
- Wang, Y., Yang, Y., Wang, Y., Su, D., Li, S., Zhang, T., & Li, H. (2019). The mediating role of inclusive leadership: Work engagement & innovative behavior among Chinese head nurses. *Journal of Nursing Management*, 27(4), 688–696.
- Wu, C.-C., & Liu, N.-T. (2014). Perceived organizational support, organizational commitment and service-oriented organizational citizenship behaviors. *International Journal of Business and Information*, 9(1), 61.
- Ye, Q., Wang, D., & Guo, W. (2019). Inclusive leadership and team innovation: The role of team voice and performance pressure. *European Management Journal*, 37(4), 468–480.
- Yolanda Castillo-Acobo, R., Ramírez, A. A., Vera Teves, R. M., Orellana, L. M., Negrete, M., Cardoza, M. A., Valdivieso, J. V., Chávez, C. M., Gonzáles, J. L., & Carranza, C. P. (2022). Mediating role of inclusive leadership in innovative teaching behavior. *Eurasian Journal of Educational Research (EJER)*, 100.