

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Inclusive Leadership on  
Innovative Work Behavior with  
Mediating Role of Employee  
Volunteer and Moderating Role  
of Trust in Leadership**

by

**Maira Emmanuel**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

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Department of Management Sciences

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*I want to dedicate my work  
to my parents  
and my supervisor  
Dr. Raza Naqvi  
for his support and guidance.*



## CERTIFICATE OF APPROVAL

### **Impact of Inclusive Leadership on Innovative Work Behavior with Mediating Role of Employee Volunteer and Moderating Role of Trust in Leadership**

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## *Abstract*

*This research study emphasizes the relationship between inclusive leadership (IL) and innovative work behavior (IWB) with mediating role of employee volunteer (EV) with moderating role of trust in leadership (TL). The study background of this research is the banking industry in Pakistan. Moreover, data collection was done from 281 employees of banking industry. However, result shows that inclusive leadership has positive impact on innovative work behavior and while identification with leader has somehow relationship as a mediator. On the other side, result also shows that moderating role of leader mindfulness shows no relationship as a moderator.*

**Key words: Inclusive Leadership, Innovative work behavior, Trust in Leadership Employee volunteer**



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# Chapter 1

## Introduction

### 1.1 Background of the Study

From the last few decades, leadership is being studied quite intensely and thoroughly. It is difficult to magnify how significant and important it is. However, the authorities and researchers are not likely to agree on the necessary support and substantive identity of leadership (MacLean, 2008). On a wider view, while diversity being involving several dimensions, admixture of people, frame of mind, qualities and input, addition is the structured means of putting the resulting admixture to work similarly. Inclusive leadership, on the other side, is the ability required to manage the various view points and to lead out the effective outcomes that are desired. Inclusive leadership is not only about accepting, but continuously looking out various perspectives and making sure that the voice of everyone on your team is being heard. It means not only just talking about the concepts of equality and engagement, but actually believing them and starting the implementation of them. Inclusive leaders inquire the thinking of people, cease to attend to the answers and actively involve through an implementation which is positive and participative. Hollander (2008) concluded that Inclusive leadership is necessarily about the relationships that can achieve notable targets for common advantage between leaders and followers. The core and essential inclusion of these leadership

accomplishment level demands to do the things with people, rather than to the people". In addition, enhancing decision making skills and winning desired ends is a portion of its aims and goals, without only relying on just a single persons competence alone. Hollander (2008) gave a suggestion that Inclusive leadership also makes sure a climate that avoids favoritism of input and output to all partakers, while promoting and respecting cooperation and competition as a participative process part. Hollander (2008) also highlighted that Inclusive leadership is able to search the voicing in political circles, where its impact is notably centered on the 'agreement of the governed' and taking charge, along with being liable to them.

Here, traditional qualities of leadership like character and charisma are highlighted to a greater degree which has restricted effects by failing to look after the necessary leadership with followers. Nembhard & Edmondson, (2006) defines an inclusive leadership as leaders, that shows the offer and gratitude for the others roles or inclusive leadership, as an arguments or actions by the leader. The word inclusive getting together by any of the mean level, as being a regarded provider and also being completely responsible for commitment for best outcomes. In this comprehensiveness, the ideas which wins is about everybody matter,s (Roberson, 2006) ,and also their entrance to data or assets (MorBarak and Cherin, 1998). Inclusive leaderships idea is first instituted by Nembhard & Edmondson (2006), which they expressed as an inclusive leader molded a circumstance where voice is truly esteemed. Leaders comprehensiveness caught endeavors by leaders to remember others for conversations and choices in which their voices and viewpoints may in any case be missing (Nembhard & Edmondson, 2006).

Faith & Trust is the elementary feature of any work (De Jong & Kroon, & Schilke, forthcoming; Fulmer & Gelfand 2012). Faith & Trust adds supporter's alertness regarding their office and can prove to be a very positive add on for the organization (Liden, Wayne ,Liao, & Meuser,2014). Faith & belief is the key element which raises a healthy relation between leader and supporter. Supporters & followers who have trust in their leaders can develop a scene of responsibility towards each other. Faith & belief in the leader can have possible result for the organization and digging more, it came into knowledge that faith, belief & trust is the key element of

inclusive leadership. Inclusive leadership is key to build trust among organization. Office colleagues interaction with each other develops sympathy among them only if they know that their leaders and the organization are trustworthy, amazingly only two interpretations hook concerning trust to physical identification (Restubog et al (2008)). Researcher on faith in leader of a group on individual level gives vast results, for example faith in your boss is directly proportional to job satisfaction, less ambiguity in the job. (Colquitt, Lepine, Piccolo, Zapata, & Rich ,2012). We think on many places that trust will be the strongest parameter in Inclusive leadership, through personalized attention and incentive (Ehrhart 2004), inclusive leaders should be honest and should work of the ones who depend on them.

Leaders who trust the ones working under them are mostly concerned about dependents knowledge which is directly relatable to organizational results, which encourages them to work more smoothly. (Piccolo & Colquitt, 2006). Faith in leader is vital for the ones working under and this will give raise to groom them professionally, which helps them practice that professional grooming in their daily work routine. (Kotter & Schlesinger 2008, 1979).

Inclusive leaders framework is securing inter-relationship across organization, it also adds to growth and progress of organization. Significance of service inspiration as described by upcoming people with modesty differentiates an Inclusive leader from other leadership styles. As different researches support that separate traditional groups have separate costumes. (Schwartz, 1994), this in return comes up with different perfect leadership practice. (Dickson, Den Hartog & Mitchelson 2003)

We observed recommendation of IL in this study, in moderating role of trust in leadership. Till today, there is completely nonappearance of cross reference of data regarding Inclusive leadership across country level too. To fill up the said gap, used information from Organizational Behaviour Effectiveness (GLOBE) project, came across five features of Inclusive leadership which are honesty, authorizing, sympathy and modesty plays a vital role. Inclusive leaders have integrity and honesty factors, which is also supported by Jones & Jones 2008, who specified the most significant characteristic of inclusive leadership is integrity because it delivers



integrity. Leaders who have component of integrity are considered to be faithful, even to small things. Leader develops trust in the subordinates by himself, as a result of integrity and this factor encourage other leaders to be more accurate and devoted, steady and accountable.

The idea of leadership covers a range of significances. House & Javidan, 2004, attempts to study how inclusive leadership is observed in different cultures regarding reputation about behaviors of effective leadership. Inclusive leadership across Innovative work behavior is the first inclusive experimental investigation of in this study. Previous studies on Inclusive leader are confined to two countries, e.g. u.s.a and Ghanna (Hale & Fields 2007), Philippines and U.S.A (West & Bocarnea, 2008), as well as Indonesia and Australia (Pekerti & Sendjaya 2010).

Meanwhile, inclusive leadership progressing a solid atmosphere with solid freedom to every single worker (Hollander, 2009). In the case of treating emergencies, taking care of imbalances, or on the other hand I started with reference of people, and the significant idea of obligation in the two headings was furthermore suffering as an explanation behind lead supporter relations, which actuated realness similarly as authorization (Hollander, 2012). In addition, Nembhard and Edmondson illustrated that, comprehensiveness is legitimately worried about conditions portrayed by the dis-Similarities of power, which promotes practices and recognized others' perspectives Nembhard and Edmondson, 2006). Inclusive leaders underlined shares advantages where pioneers representatives concentrated on shared objectives, which are an essence for leaders quality of relationship (Graen and Uhl-Bien, 1995;)

Moreover, leaders inclusiveness welcomed representatives in dynamic procedure to advance a comprehensive value Hence, representatives have contribution to the choices and conversations, straightforwardly discussion, advanced and executed new thoughts (Dorenbosch, Engen, and Verhagen,2005; De Jong & DenHartog,2010). Those Leaders, who exhibited qualities of comprehensive administration, started a nature of relationship, which best in class sensibility of data and yield to all agents without relying upon one individual capacity (Hollander, 2012).

In this way, involved with high with leader attributes of an Inclusive initiative, workers encountered exertion reward reasonableness, which urged them to satisfy work needs intelligent of innovative work behavior (Janssen & Van Ypern, 2004; Reuvers, Van Engen, Vinkenburg, and Wilson Evered, 2008). Innovative work behavior is characterized as 'the deliberate application and presentation, inside a job, with the linkage and association of useful opinions, actions and items or techniques' (West & Far, 1990). Innovative work behavior is additionally unique in relation to creativity (Drner, 2012). Creativity implies just age of innovative and useful thoughts (Amabile, 1988, 1996), while Innovative work behavior implies making of new thoughts as well as advancement and execution of helpful thoughts. Inclusive leaders with their practical thought in work practices demonstrated their openness to laborers (Ryan, 2006; Jankiraman, 2011), which asked representatives to make, advance and actualize new and accommodating musings (Basu and Green, 1997; Carmeli, Reiter and Palmon, and Ziv, 2010). Altunoua & Grel, 2015).

Subsequently, in a relationship with high quality, with pioneers' attributes of an inclusive initiative, workers encountered exertion reward reasonableness, which urged them to satisfy work needs intelligent of innovative work behavior (Janssen & Van Ypern, 2004; Reuvers, Van Engen, Vinkenburg, and WilsonEvered, 2008). Innovative work behavior is characterized as 'the deliberate application and presentation, inside a job, with the linkage and association of useful opinions, actions and items or techniques' (West & Far, 1990). Innovative work behavior is additionally unique in relation to creativity (Drner, 2012). Creativity implies just age of innovative and useful thoughts (Amabile, 1988, 1996), while Innovative work behavior implies making of new thoughts as well as advancement and execution of helpful thoughts (De Jong and Den Hartog, 2007; De Jong and Den Hartog, 2010). Inclusive leaders with their viable consideration in work exercises indicated their accessibility to workers (Ryan, 2006; Jankiraman, 2011), which urged employees to create, advance and implement new and helpful thoughts (Basu and Green, 1997; Carmeli, Reiter & Palmon, and Ziv, 2010; Altunoua & Grel, 2015).

By setting assumptions for creative performance, subordinates motivation can be

influenced by the leaders to involve them in performance of creativity (Carmeli & Schaubroeck 2007; Redmond, Mumford, & Teach, 1993; Tierney & Farmer, 2004, Scott & Bruce, 1994), enlarging the inherent inspiration and providing energy to get involved in the creativity (Atwater & Carmeli, 2009; Shin & Zhou, 2003). The attention here is on the participation of a person in creative work, which is a forerunner to creativity of employees. As creativity and imagination is time taking and requiring effort, an essential role is played by motivation in creative production (Choi 2010).

It is difficult now a days for organizations because of the energetic and unstable environment to endure and prosper (Lauser, 2010; Bttistelli, Montani, Odardi, Vadenbghe, & Picci, 2014; Chowhan, Pries, & Mann, 2016). To be successful in that type organization, innovation plays a very important role. Focusing on innovation in this challenging environment, is key factor for the alignment of business models and technological changes (Boic & Ozreti & Doen, 2015; Waan, Wiliamson, & Yin, 2015; Sanchaz-Famoso, Maseda, & Ituralde, in press). Innovation here means the development, promotion and operation of new ideas by an employee which are the main components of IWB of workers (Janssen, 2000).

It is shown by research that the IWB shows an important part in organizations (De Jong, Parkar, Wenekers, & Wu, 2011). As innovative work behavior can be useful in helping organizations to tackle new trials in difficult environment. (Scott & Bruce, 1998), it is considered as additional role behavior of employees and is displayed in a zestful work environment

Faith & Trust is the elementary feature of any work (De Jong & Kroon, & Schike, forthcoming; Fulmer & Gelfand 2012). Faith & Trust adds supporter's alertness regarding their office and can prove to be a very positive adds on for the organization (Liden, Wayne, Liao, & Meuser, 2014). Faith & belief is the key element which raises a healthy relation between leader and supporter. Supporters & followers who have trust in their leaders can develop a scene of responsibility towards each other. Faith & belief in the leader can have possible result for the organization and digging more, it came into knowledge that faith, belief & trust is

the key element of inclusive leadership. Inclusive leadership is key to build trust among organization.

## 1.2 Research Gap

This study is trying to fill various contextual and theoretical gaps in literature of Inclusive Leadership and Innovative work behaviors which were identified by previous literature. Innovation, creativity and proactive behaviors of employees are the most emerging topics to study due to the requirement of digital world (Ohly, Sonnentag, & Pluntke, 2006). The researchers are exploring new avenues by introducing different concepts like Voice behaviors, personal initiatives, taking charge behavior, proactive personality etc (Orth & Volmer, 2017). They have identified various causes and outcomes of innovative work behaviors one of the most important of them is leadership (Lau, Tong, Lien, Hsu, & Chong, 2017).

But inclusive leadership is limited studied in relationship to innovative work behaviors, irrespective of its total focus on encouraging employees to engage in proactive behaviors by providing help and support when needed, encouraging them to involve in such behaviors which can not only sharpens their skills but also beneficial for organization (Wu & Parker, 2014). The most important facet of inclusive leader is not interfering of leader, in the work of employees which provide employees a sense of autonomy (Deci & Ryan, 1985), which can foster their involvement in innovative work behavior. Wu and Parker (2014) also suggest studying different form of proactive behaviors in different contexts. Innovative work behaviors are now becoming the basic need or organizations to survive in this competitive era of digital world which needs more innovation and creativity to explore new ideas and also to promote the old ways of organizational functioning (Shanker, Bhangopan, Van, & Farrell, 2017; Gomes, Andrade et al., 2017). Furthermore, empirical studies on inclusive leader are also missing in developing countries like Pakistan. Though some researchers like Javed et al., (2017) have tried to study innovative work behaviors in Pakistan but still more studies are needed to identify different consequences and antecedents of innovative work behavior in Pakistani context.

So, the study is trying to fulfill different gaps by exploring the moderated mediation model with impact of inclusive leader base support on innovative work behaviors through motivation at work and trust is used to moderate the effects of inclusive leadership on an innovative work behavior with mediation of employee volunteering in banking sector of Pakistan.

### 1.3 Problem Statement

The role of leadership cannot be ignored in the context of employees as it contributes to the motivation of employees. Leadership can be a source of success or failure; hence it exceeds many other organizational aspects (Roepke, Agarwal, & Ferratt, 2000). There are excess of studies available, which examined various forms of leader styles which make impact on workplace innovative behaviors i.e. transformational leadership and ethical leadership but no study available on how inclusive leadership make effect on innovative work behavior.

The debate remains incomplete unless we do not find when and how inclusive leadership effects on innovative work behavior. For this corporate volunteering is taken as an explanatory path which tries to offer a mean end relationship in presence of effective trust. Finally, the context of study is unique, since we find limited studies in extent literature which consider non US/Western to study leadership. This study is being addressed by taking a unique context of Pakistan.

### 1.4 Research Questions

The purpose of this research is to examine the answers of the following questions:

***Question 1:***

Would the inclusive leadership effect the innovative work behavior?

***Question 2:*** Would the employee volunteering mediate the association between inclusive leadership and innovative work behavior?

***Question 3:***

Would the trust in leadership moderate the association between inclusive leadership and employee volunteering?

## 1.5 Study Objectives

### *Objective 1:*

To examine the association between inclusive leadership and innovative work behavior.

### *Objective 2:*

To examine the relationship between inclusive leadership and employee volunteering

### *Objective 3:*

To examine the relationship between employee volunteering and innovative work behavior.

### *Objective 4:*

To examine the mediating role of employee volunteering between inclusive leadership and innovative work behavior.

### *Objective 5:*

To examine the moderating role of trust in leadership between inclusive leadership and employee volunteering

## 1.6 Importance of Research

In nutshell, this investigation would contribute in the writing of inclusive leadership for deeper understanding the purpose of this research is to show the impact of innovative work behavior and inclusive leadership in the organization .it is critical as well as important at the same time to work on such study that validate the results of previous research and enhance literature by adding the practical application for such study in different contexts. Current study provides us to enhance our

knowledge by searching new ways that contribute towards the innovation of work behavior at organization. While going through this particular study practitioner also increase their courage and hope, and confidence level of the employee of the developed sector of Pakistan. In now a days, employees innovative work behavior shows an important part in receiving the viable benefit because the organization change their culture from firm to organization and face many problems to achieve success, unless and until the employees are creative and innovative to work and they create a healthy workplace.

In Pakistan there is less inclusive leadership as compare to the foreign countries, in foreign countries organizations leader use inclusive leadership style at work place and that lead to innovative work behavior and there is less power distance because have freedom to say and share their ideas but in Pakistan employees do not have independent right to share their thoughts idea there is high power distance in organization

### **1.6.1 Theory Supporting Research on the Topic**

Between the leader and follower, quality of leadership is often supported and controlled by the leader member exchange theory. Different factors like respect for others, mutual trust and loyalty of followers often determine the quality of relationship. Relationship is assessed as either low or high by all these factors among followers (Graen & Uhl-Bien, 1995). High grade relationship individuals are regarded as group members of leader in such exchange relationship, and more time and attention of leader is given to them as compared to others. They get more spiritual and influential support from their leader.

On the other hand, low grade relationship is frequently initiated without group members and has slighter approach to leader and has less rewards and benefits as compared to in-group members (Sparrowe & Liden, 1997). Because of the link with influencers, high grade relationship results in getting more advantages and benefits such as a greater portion of rewards, power and promotion (Sparrowe & Liden, 1997).

The criteria of leaders for developing exchanges relations with their followers is often commitment and performance, which shows that in group members perform better. Those subordinates have strong motivation to work who have strong support and assistance from their leaders, and such intellectual authority and ownership frequently leads to additional role behaviors such as innovative work and voice behaviors (Spreitzer et al., 2010).

In the time of need, inclusive leadership support will assist and encourage the followers in order to achieve their personal goals and the development of their skills and abilities, leader will give freedom to followers while they perform their roles (Wu & Parker,. 2017). These are the indicators of production and promotion of high grade exchange relationships with followers. As stated in previous discussion of leader member exchange theory, such practices of leader will also enhance the motivation of employees. There will be a positive response from the followers in activities such as enhancing their level of dedication and commitment, playing their formal role and engaging in additional role behaviors such as IWB that is backbone of organizations success.

The theory depicts that “most successful leadership processes takes place when there is a mature relationship between the leaders and followers and thus acquire access to many advantages brought by these relationships” (Graen & Uhl-Bien1991, p. 225). So with the help of this theory we can explains, how an inclusive leadership is linked with providing facility of trust and mutual obligations, respect and the partnership between organizational leaders and followers, resulting in enhancement of the followers well beings. (Volmer et al., 2012; Herman et al., 2013).We are assisted by the LMX theory to describe that inclusive leadership assists to create powerful relationships among followers and their leaders, established on shared learning, and also about how leaders arrangements of various requirements and also preferences of followers encourage better state for employees innovative behaviors as by (Graen and Uhl Bien,1991; Herman et al.2013; Volmer et al.,2012). As an example, Volmer et al., (2012) identified that LMX identifies leadership by having attention on association takes places between followers and leaders, as shown in inclusive leadership with the use of By the use of longitudinal



field survey data, and tested the interaction among creative work participation and LMX and pointed out that a higher LMX quality guided leaders to give employees with a high standard of job freedom in deciding the ways and means for the completion of creatives work.

Other scholars, (Vinarsk-Pertz et al., 2010) also has claimed that LMX effectively marks inventive job performance by intensifying inclusive leaders behavior towards all the employees, like appreciation, interpersonal support and task related recognition. We linked the mediating role of employee volunteering from LMX theory. Inclusive leadership has a capacity to create higher quality associations with the followers (Carmeli et al., 2010) they provide increased resources to followers for meeting their better job demands. Also, followers with inclusive leaders, also experiences a high person-job fit, which could be favorable to their positive job outcomes and experiences like as employee innovative work behavior or their well-being. Also, according to the findings of Babakus et al., (2011), the person-job fit enabled by an inclusive behavior of leader, positively effects subordinates work related out comes. Innovative behavior is included in such benefits, since the match among job demands and employee skills, abilities and knowledge, reinforces employee learning and motivations, that provide critical; resources for organizations, for employees innovative behavior. It also has the effects of reducing turnover and stress intention in the organizations.

Recent researches depend upon LMX, leader member exchange theory, established on this principal, it is observed that supportive nature of the leader allows the employees to have same affect i.e. a responsible & supportive nature, as a result whole organizations success elevates with inclusive leadership. Furthermore, it is observed that innovative work behavior helps in success of organization by obtaining high employee performances and underlying factors for this success & employee performance is trust in their leader (the boss) who is an inclusive leader. Blau, (1964) likewise defined exchange associations, while trend of causal arrow is slightly unclear. On the other hand, he also deduced that a healthy relation can make an individual devoted to other individual (p. 101), suggesting smooth conversation regularly has an effect on the relation. Blaus (1964) justifications has

another point, in the given explanation word exchange is used to address a form of connection / relationship, but the word association and exchange are different in terms of their meaning, however, they are related. This statement is not flawless, Blau used this association as intervening variable while this commonly used in organization context. Blau used this as type of transaction. Somewhat as type of connection. Blau 1964 & Homless (1981) recognize trust as an inspiring factor. Trust is very important for a healthy exchange.

Both leaders (the boss) & subordinates (the workers) use LMX philosophy of development, in order to discover LMX is referred as a (vertical dyad linkage), the relationship of vertical orientation (Graen 2004). A dyadic philosophy, LMX, is established from role philosophy (Dienesch & Liden, 1986) & also Social Exchange philosophy (Cropanzno & Mitchel 2005). Leaders will always choose an individual who is regarded as an awesome employee other than their personal likeness as it was suggested by LMX. More over this LMX philosophy is considered as an emerging philosophy.

LMX philosophy is grounded on the social exchange philosophy (Gouldner, 1960) & states, bosses have a special connection with every subordinate (Graen & Uhl-Bien, 1995), this special relationship amongst leader & subordinates develops over a period of time which is a result of the tasks assigned to the subordinate and how they do it. Smooth work environment, healthy performance, are among some of the favorable outcomes which are associated with the healthy relationship between boss & subordinate. (Kelley and Thibaut, 1978), (Ilies et al., 2007). Dienesch & Liden (1986) at the start made a point that development of LMX relation based of three factors salary: amount of money they get of the work they do, devotion, and combined friendliness. Further studies deduced that a fourth factor should also be kept in mind which is professional respect (Liden & Maslyn, 1998).

Dyadic relationship Theory, as by (Katz & Kahn, 1978) & also the SET (Blau, 1964; Emerson, 1962) clarifies how LMX is formed.

# Chapter 2

## Literature Review

### 2.1 Inclusive Leadership and Innovative Work Behavior

Inclusive leadership means 'the leaders who show visibility, approachability plus availability in the connections with their follower (Carmeli, Reitr-Palmon, & Ziv 2010: 250). Participation of leader express efforts of leader to bring other people in the decisions and discussion meetings where their viewpoint may be missing (Edmondson, & Kramer, Cook, 2004; Nembhard & Edmondson, 2006). Therefore, new ideas are discussed, openly spoken, promoted and implemented by the employees who have access in decision making process like IWB (Dorenbosch, Engen, & Verhagen, 2005). Thus, we declared that Inclusive leadership enhances Innovative work behavior of an employee. De Jong explained Innovative work behavior as an individuals conduct towards the beginning and intended inauguration of helpful and fresh ideas, products, procedures, or course of action within a work capacity, within an organization or a group (2006: 19). Such fresh idea differs from established idea which wins at workplace. Thus, employees require the help of organizational work environment in the circumstances of innovation (DeJong & DenHartog, 2010). A leadership is deemed as main medium of bringing

changings into an organization plus it is also a key element of work atmosphere of organization.

When leader exhibit assistive conduct for novel and fresh ideas then the employee consider it like a support from organization in order to improve his Innovative work behavior (Amabile, 1996; Scott & Bruce, 1998; Amabile, & Schatzel, Moneta, & Kramer, 2004; De Jong & Den Hartog, 2008). The leader who reveal the traits of Inclusive leadership, encourage integrity to all employees of output and input (Hollander, 2012). Employees, as a result, encounter a just reward system in a relationship with leader which is quality-based, that motivates them to reach demand for job such as Innovative work behavior of employees (Basu & Green, 1997; Jansen, 2000; Jansen & Van Yperen, 2004; Reuvers, Engen, Vinkenburg, & Wilson-Everd, 2008; Sanders, Morkamp, Torka, Groenveld, & Groenveld, 2010). As an inclusive leader is seen working along with the people rather than to the people, and make employees feel their presence at every stage of activities and tasks (Ryan, 2006; Janakiraman, 2011) that results in encouragement for developing, promoting and implementing fresh and helpful ideas (Basu & Green, 1997; Carmeli, Reiter-Palmon, & Ziv, 2010; Sanders et al., 2010; Altunlu & Grel, 2015). To enhance the work process, Inclusive leadership generally highlighted inclusive process where leaders aimed to make sure that the employees participation is attentive to their inputs (Quinn, Haggard, & Ford, 2006). The leader which exhibit such conduct, understand, assist and lead employees (Vaill, 1996), and inspire them to reveal Innovative work behavior (Crannt, 2000; Hollnder, 2009; Bindle & Parker, 2010; Shore, Randal, Chung, Dean, Ehrhart, & Singh, 2011). Employees encounter approachability attribute with inclusive leaders in a quality relationship. Employees are given the authority to decide or select their tasks themselves by the inclusive leaders of this attribute. Therefore, high empowerment is being experienced by them with Inclusive leadership (Nishii & Mayer, 2009) which inspire as well as assist them to flourishingly think of creative ideas, encourage them to acquire reception, and then apply them for practical advantages (De Spiegler, Gyes, & Hootgem, 2012; De Spiegelaere, Gyes, Vandekrckhove, & Hote gem, 2012; De Spieglaere, Gyes, Witte, Niessen, & Hote gem, 2014).

A concern for interests, feelings and expectations of an employee are exhibited by inclusive leaders, and are thus wanting to supply some help (Carmeli, Reiter-Palmon, & Ziv, 2010; Choi, Tran, & Park, 2015). Vision of organizations is being shared by inclusive leader with all the employees and then their ideas are incorporated. Therefore the employees feel energetic and more dedicated to leader, and are hopefully to return the favor by exhibiting additional role behavior like innovative work behavior (Pless & Maak, 2004; Piccolo, Greenbaum, Hartog, & Folger, 2010; Walumbwa, Copanzano, & Goldman, 2011; Bilmoria, 2012). An inclusive leader give an employee spiritual assistance, enhance integrity, and then by his conduct, depicts that he is an ethical individual who make true and fair judgements (Nemhard & Edmondson, 2006; Ryan, 2006; Hollander, 2012). This conduct inspires an employee to reveal Innovative work behavior (Gumuluoglu & Ilsev, 2009; Mayer & Kuenzi, Greenbaum, & Bardes, & Salvador, 2009; Tu & Lu, 2013; Choi, Tran& Park, 2015). Taking responsibility for ultimate results is one especial way through which employees are supported by inclusive leaders (Hollander, 2012) and in procedure of innovation, if even fresh idea is not successful, they safeguard the employee by presuming themselves responsible for this adverse happening.

Thus in the presence of Inclusive leadership, an employee feel secure in involving himself in risks related to IWB. On the basis of member leader theory of exchange, a lot of reasons are discovered by researchers for productive relationships between the relational leaderships, for example IWB and IL. Firstly, an inclusive leader appreciate and respect employee for taking complex and tough goals, recognizing their work, effort and contributions made by employees to achieve the desired goals, and behave responsively by responding positively at the right time to the problem of employees (Hollander, 2012) that stimulate to reveal Innovative work behavior (Liden, Sparrow, & Waynes, 1997; Tierney & Farmer, & Graen, 1999; Tierny, 2008; Gumuluoglu & Ilsev, 2009; Hollander, 2009; Yukl & Mahsud, 2010; Arye et al., 2012; Yeh Yun & Liu, 2012).

Secondly, leadership support is experienced by the employees, in a good relationship with Inclusive leadership, in term of the resources which provide benefits such

as time, room and material, political assist for legalized and revolution type data that encourage them for the development, promotion and implementation of fresh thoughts (Ilies, Nahgang, & Morgeson, 2007; Hollander, 2009; Shore et al., 2011; Liu & Liao, & Loi, 2012; Choi, Tran & Park, 2015; Wang, Fang, & Janssen, 2015; Piansongern, 2016).

At last, positive feelings and emotions are enhanced by the inclusive leaders (Hollander, 2009) that inspire them to engage in the novelty tasks on their own (Carmeli, Reiter-Palmon, & Ziv, 2010; Yeh-Yun Lin & Liu, 2012). Thus we concluded that:

**H<sub>1</sub>:** *Inclusive leadership has a positive and significant relationship with Innovative Work Behavior*

## 2.2 Inclusive Leadership and Employee

### Volunteer

Numerous specialists and scholar characterize leadership as the procedure of affecting a gathering of individuals to accomplish course, arrangement, what's more, responsibility toward an objective (Northouse, 2018). However, Inclusive leadership is a scattered method to leadership that pursues to involve followers of the squad and main investors in the procedure of planning an exact upcoming or usual aims (Beverly, 2010). Similarly, an Inclusive Leadership style has been alluded to as speaking to "leaders who display receptiveness, openness, and accessibility in their collaborations with supporters" (Carmeli, Palmon, & Ziv, 2010).

Moreover, Hollander (2009) regarded inclusive leadership as a technique for social activity in which the consideration is on leaders tuning in and centering on adherents' needs, and supporters seeing that leaders are accessible to them. At the end of the day, inclusive leaders are consistently strong of adherents, and keep up open correspondence with them to welcome input. These leaders display worry about Interests, desires, and sentiments of their adherents, and are available and ready to give help (Carmeli et al., 2010).

Similarly, Hollander (2008) announced that inclusive leadership is basically about connections that can achieve noteworthy targets for shared advantage among leaders and adherents. This initiative achievement or on the other hand accomplishment level involves 'getting things done with people, rather than to people', which is the center and embodiment of incorporation. Also, improving dynamic and accomplishing wanted closes are a piece of its objectives and goals, without the sole dependence on only one individual's abilities alone. Hollander (2008) recommended that inclusive leadership additionally guarantees an atmosphere that introduces reasonableness of info what's more, yield to all members, while respecting and promoting competition and collaboration as a major aspect of the participative procedure.

However, inclusive leadership usually highlighted on comprehensive procedure, where leaders try to concern workers contribution being concentrating to their efforts to recover the effort manner (Quinn, Haggard, & Ford, 2006). It gives employees passionate help, increment reliability, and by their conduct, shows them as principled people which make impartial decisions (Nemhard & Edmondson, 2006). Such performance inspires workers to display employee volunteer (Gumusluoglu & Ilsev, 2009). Other distinctive methods by which inclusive leadership care laborers is that such pioneers yield obligation for final results (Hollander, 2012). However for curiosity, regardless of whether new contemplation result in disappointment, they protect workers by assuming commitment for this failure. In this way, representatives feel willing in employee volunteer with inclusive leadership

It is to be comprehended that a significant goal of inclusive leadership is to show how followers can be effectively remembered for administration, with a job in a viable common procedure. In any case, the essential objective of Inclusive leadership is to emphatically upgrade the comprehension and practice of viable authority. It is additionally essential to take note of that leaders ordinarily have more prominent activity. Similarly, supporters are basic for progress, as they also can become leaders in the long term (Hollander, 2008).

On the other hand, illustration on earlier conceptualizations, volunteering could be characterized by giving abilities or time during arranged action for volunteers

gathering or association (e.g., beneficent gatherings, charitable gatherings,). This definition composed of three key parts of volunteering: (1) it is a functioning giving of time as well as abilities instead of increasingly inactive help through money related gifts (Wilson, 2000), (2) it is an arranged (proactive) movement rather than a unconstrained (responsive) demonstration of helping (Clary and Snyder, 1999), and (3) it happens with regards to a volunteer or charitable company (Musick and Wilson, 2008; Penner, 2002).

Moreover, employees volunteering indicate to any proper organization support for workers who volunteer their time and services in administration to the community (Wild, 1993). Kinds of employee volunteering in programs contrast along different measurements (Solomon et al., 1991). For example, partnerships give workers a break to take an interest in volunteer projects also, compose group exercises for staff to coordinate on a network ventures (Benjamin, 2001).

However, past researchers identify some importance of employee volunteering. To begin with, workers have the chance to communicate selfless qualities by giving significant support of others (Pajo and Lee, 2011). Second, organizations have utilized employee volunteering in as methods for improving their reputation or open image (Basil et al., 2009). Third, enterprises can use employee volunteering in regarding contributing and creating human capital for their associations. For example, these projects can assume a significant job to assist laborers with creating and improve their work related abilities through correspondence, time-the board, cooperation, planning, arranging, and individuals the executives (Wild, 1993). Given the various advantages of employee volunteering, it is maybe not amazing that numerous enterprises are dedicating a lot of assets to help worker in employee volunteering (Hess et al., 2002).

Employee volunteering different levels are identified by Woods (1991). A few articles have required the joining of individual level variables into representative employee volunteering. For example, Peterson (2004) inspected different variables impacting whether representatives joined an organization's volunteer program and the quantity of volunteer hours contributed by members during the previous year.



Similarly, employee volunteering is also checked with company support. The findings of research show that company support on employee volunteering has positive impact and this research is done in USA and data was collected from senior managers (Kim & Kim, 2016).

Employee volunteering is also studied with job satisfaction and morale. The study shows that employee volunteering has high job satisfaction and it increases the morale of employee as well (Veleva et al., 2012). Inclusive leadership is also the factor which motivates the employees for volunteering of job. The leaders motivate their workers through different factors and employees get volunteer for the job and done the job timely which is very beneficial for an organization. Employees are also encouraged through different workplace programs and these programs identify the employee volunteer towards the work and it has positive impact on employee volunteer (Gilder, Schuyt, & Breedijk, 2005).

Inclusive leadership was discovered as a component of effective volunteers leadership by female leaders in welfare organization. Banduci (2005) suggests, Womens leadership relational leadership is fundamentally inclusive and transformational. The relational characteristic of volunteers leadership is concerned about admitting contrasts among leaders and followers, realizing the contrasts, remodeling others to the leaders distinctive perspectives, and reshaping the perspectives of leaders to the perspectives of followers. This type of leadership is successful in a volunteer setting as it fulfill the requirements and inspiration of followers, whether the volunteer is welfare donors or other volunteers. The main consideration is that there are particular viewpoints, medium of communications, and leadership practices which are more successful in the context of volunteer leadership.

Specific leadership behavior is further explained by Camplin, (2009) through the perspective of leader-member exchange (LMX) theory. He pointed out certain behaviors that volunteer leaders are required to manifest to develop the highest levels of trust, liability, respect, which agrees with high standard exchanges of leader-member, with volunteers followers. The behaviors pointed out are based on the belief that volunteer followers opt to follow and volunteers leaders are required

to acknowledge this dynamic for leading effectively. From the above discussion, so we hypothesized that.

**H<sub>2</sub>:** *Inclusive leadership has positive and significant effect on employee volunteer.*

## 2.3 Employee Volunteer and Innovative Work Behavior

Some new manners by which organizations appear their locale contribution and social obligation is, by participating in worker as a volunteer. Volunteer in regularly is an action which is performed outside of work, as an outcome of an person's decision to participate in non-benefit activities (Beverly ,2010). Be that as it may, some organizations empower and invigorate representatives to chip in, to add to social objectives outside the organization, yet to the detriment of the organization: the workers are permitted to do humanitarian effort during working hours, rather than their ordinary undertakings (Roberson, 2006).

Employee volunteer is persons own will to work or have some motivation for some work. This motivation will leads the employee towards the innovation and they search and go for some new ideas in work which is beneficial for an organization (Beverly, 2010).

Innovation is viewed as a human conduct since examine on development spread from authoritative science (West & Farr 1990). First psychological deals with advancement authored the expression "innovative work behavior". It very well may be characterized as the deliberate age and acknowledgment of new thoughts inside work job, workgroup or company so as to profit job implementation, the gathering or an association (West & Farr 1990). Albeit firmly identified with worker creativity, innovative work performance infers more than being imaginative. To be sure, Miron, Erez, what's more, Naveh (2004) have discovered that inventive individuals are not in every case exceptionally creative. Inventive work conduct is proposed to produce an advantage and ha a clearer applied segment (de Jong and nook Hartog 2007). On the other side, other researchers included that innovative

work behavior bring creativity in work and that is the innovation of new ideas in services, procedures in work and implementation of ideas (Amabile 1988).

Moreover, innovative work behavior includes the established actions (Scott and Bruce 1994). Innovative work behavior can extend from steady upgrades to creating drastically ingenious thoughts that influences procedures or items on the rest of organization (Axtell et al. 2000). Other are somewhat uncommon and for the most part, just representatives working on the innovative work space can contribute in such a way, the previous smaller scope proposals and enhancements are significantly more normal and concern workers from all territories. Some of the examples regarding innovative work behavior are creative thinking, searching for new problems, improvements in work methods and applying for new technologies. However, innovative work behavior is not concerned with any person's job or not the part of job. It is the person's own creativity in work and thinking towards the specific job or task (Katz and Kahn 1978).

Moreover, innovative work behavior is studied with roles of employees' expectations and their performance on the job and innovative work behavior is also studied with task performance which shows that innovation comes in the task of any employee. The result shows that innovative work behavior has positive impact on task performance and employees' expectation. Inclusive leadership motivates the employees in the organizations get motivated for work and they try to bring some innovation in work when they have assigned some task. These employees try to innovate new working methods to get their work more easily and they are looking for new solutions of problems (Amabile 1988). So we hypothesized from above discussion that.

Volunteering assists the employees in the development of empathy, getting informed about complex social issues and also involving innovation and creativity in their tasks. This can be assumed as the inherent factors which link the employees to organization. By volunteering, total personality of the employee is enhanced by developing empathy in all the activities at workplace. It also inspires IWB during the work on organization projects. Through innovation, it is useful in the procedure of engagement of employees with organizations. Research reveals

that employees time duration of volunteering are linked positively with improvement of skills and IWB gained from those experiences (Booth, Park & Glomb, 2009). Other than IWB, some other advantages of employee volunteerism can be enhanced efficiencies, team or morale building (Peloza & Hassay, 2006). In a nutshell, employees are much satisfied with their jobs and organization when they feel positive (such as the feelings of recognition, success in given tasks and efficiency).

**H<sub>3</sub>:** *Employee volunteering has positive and significant effect on innovative work behavior.*

## **2.4 Employee Volunteering as a Mediator between Inclusive Leadership and Innovative Work Behavior**

Inclusive leaders displayed worries about the desires and sentiments of their adherents, as well as their interest and were happy to give help (Carmeli, Gelbard, and Gefen, 2010 ) in specific it gives original thinking to workers . Representatives along these lines felt invigorated and increasingly dedicated to their leaders so representatives were bound to respond by showing extra-job performance such as innovative work behavior

In this one of a kind circumstance, social exchange theory bolsters the connections of comprehensive organization and innovative work behavior. In view of the social trade hypothesis, it tends to be inferred that strong and comprehensive qualities of initiative caused representatives to feel obliged to repay to company and pioneers. On the other side, it is also explained that desire to respond drove workers to include effectively in critical thinking that necessary imaginative thought age (Lin & Liu, 2012).

Comprehensive authority in social trade point of view supported positive social trades that created subjective reasoning and inspiration to take part in inventive execution (Choi, Tran & Park, 2015).

Besides, inclusive leaders representatives a passionate helps, which expanded reliability. In that capacity, inclusive leaders indicated that they are principled people who made fair-minded decisions (Nembhard & Edmondson, 2006; Ryan, 2006; Hollander, 2009). Such conduct urged representatives for showing innovative work behavior (Gumusluoglu and Ilsev, 2009). One of the basic courses through which inclusive leaders showed backing to representatives was that a inclusive leaders assumed liability for extreme outcomes, particularly when new thoughts brought about disappointment (Nembhard and Edmondson, 2006; Hollander, 2012)

Hence, workers were urged to face challenges in innovative work behavior within the sight of inclusive leadership. Analysts observationally find the positive connection among comprehensive initiative and innovative work behavior. For example, Choi, Tran, & Kang (2017) analyzed and found the positive connection between inclusive leadership and imaginative conduct in representatives of media transmission organizations in Vietnam. All the more as of late, Javed et al., (2017) analyzed the connection among inclusive leadership and innovative work behavior among chief subordinate dyads in material industry of Pakistan. Their discoveries affirmed that comprehensive initiative decidedly affected innovative work behavior. The researchers contended that representatives included themselves in the creative exercises when they have quality relationship with their leaders that propelled them to face challenges for age, advancement and execution of one of kind thoughts.

Janssen (2000) argues for first execution. According to him, IWB goes apart from the specified role expectations, and is not clearly acknowledged by formal rewards system (Janssen, 2000, p. 288). Through his lens, innovative work behavior is an optional behavior which is not expected explicitly, and such behavior results in no formal rewards. Many authors agreed with the opinion of Janssen and explain innovative work behavior with additional role behavior or employee volunteering (Dorenbosch et al., 2005; Ramamorthy, Flood, Slattery, & Sardesai, 2005; Reuvers et al., 2008; Sanders, Dorenbosch, & Reuver, 2008).

Tuminen and Tivonen, (2011) concluded in contrast with Janssen that on the basis of employee volunteering , innovative behavior can be intra as well as extra-role

behavior. They claim that innovative behavior has three categories: it can be anticipated, can only be supported, or organization cannot support it. Innovative behavior, according to them, is therefore brought by the aspect of employee volunteering. The innovative behavior of employees depends on job designation and job description. Without even informing the management and without their cooperation, the innovative employees bring positive change in organization when they are volunteering. As already indicated by Janssen (2003), Tuominen and Toivonen, (2011) also discovered such behavior frequently takes place because of positive relationships with managers and colleagues. In conflict with literature on creativity, no differences have been made, for example, between behavior pointed at radical and additional innovations in the innovative work behavior literature.

Radical innovation here means that innovations which made a radical break in the past. As an example, volunteering employees may prefer to adapt the whole production structure or sharply changes the design of organization. Incremental innovation is mainly concerned about improving existing procedures and products rather than more radical ideas. An appeal was recently made in the creativity literature to differentiate between both as for having other predecessors. So we hypothesize.

**H<sub>4</sub>:** *Employee volunteering mediates the relationship between Inclusive leadership and Innovative Work Behavior*

## **2.5 Trust as a Moderator between Inclusive Leadership and Employee Volunteering**

Robbins (2005) stated leadership is a trait which effects group of people positively, towards the goal. Fiedler (1967) in Bimo (2003), leadership can be a way of impelling work for a group of people towards achieving their targets. Lapidator et al. (1995) defines leadership as a way of guiding & impelling group of people towards the targets assigned. On the other hand, Yuki (1998) describes leadership as a manner of communal impression intentionally by someone to align the happenings

& relationship with organization. Luthans (2001) describes leadership as connection with group of members, and among them leader is a mediator of reforms, a person whose attitude should matter to the others working under them, a leaders behavior should not be transformed by the others. Similarly, Yukl (2007) states that leadership can be a deliberately driving force used by someone in order to influence his/her command towards a group of people. Blanchard (2002) describes leadership is basics of efficient leadership. Learnings regarding leadership & life model of Israelite within the middle Nineteen Eighties, Blanchard stated Situational Leadership Theory (SLT) to be basis of servant leadership & also endorsed idea of inclusive leadership from the epicenter for faith walk Leadership, though Hersey-Blanchers model precisely not sketch word of inclusive leadership.

We accept Atkinson and Butchers (2003) assert the word trust cannot have a specific definition as it is social & cultural thing, however, their own assertion, Atkinson and Butcher (2003) debated trust can be theorized under some variations, it has three similar modules, volitional acceptance of vulnerability and risk, but faith is hypothesized by Atkinson & Butcher, (2003), stood imparted by the Rousseau et al. (1998): Faith may be situation involving meaning to merely admit weakness held positive prospects of aims or conduct of an another, (Rousseau et al., 1998, p. 395). Current analysis on faith & trust, found in leadership backed definitions of interest because an integrative meaning of faith & trust in the leadership, (Burke et al., 2007). Furthermore, as the trust is to put yourself in p of secretive danger supported prospects that trustee won't act in a way, that ends up in the trustor damage, (Atkinson and Butcher, 2003, p. 289).

In the research, we agree to Atkinson & Butchers (2003) concept of faith & trust. In this perspective development of trust, in social control relation & explicitly ponder on trust in his leader as in trusts contradiction in organization. Trusting the leader is usually defined because nature of a worker to prone to the leaders actions that are on far side the juniors management (Mayer et al., 1995), however faith in any organization is common insight of team on an organizations trustiness (Gambetta,1988), however 2 concepts are linked, through experiments and observations separate, each with a set of backgrounds & consequences (Tan and

Tan, 2000). This division is vital as outcome of it suggests that, a group of people working together under the supervision of a single leader may trust their organization just because they trust their leader, such overview of trust doesn't happen, the worker exclusively trusts their leader & not the organization.

We suggest in this search that interchange conducts that happen among leader & subordinates develops trust level between the two. Tan and Tans (2000) experimental findings backed preceding finding that leaders aptitude, compassion & truthfulness are explicit features of trust in leader. We debate over this thing that these 3 magnitudes are a portion of servant leadership conducts. Consequently, agreement with Atkinson & Butchers (2003) studies development of faith in people working under a person is aligned with target-based trust as the subordinates evolve it under servant leadership. At the same point this joins with task allocation from the leader, consequently the trust that has developed over time between the boss and subordinate, it is impartial & aligned with leadership. On the contrary, we debate that servant leadership has many magnitudes of leadership attitudes that develops trust within the leader. We have to carry out more social experiments & studies to develop a theory for trust that duplicate the real social environment precisely, inclusive leadership.

Trust is the basic and important factor of successful leadership (Hasel and Grover, 2017). TIL may be defined as the willingness of employees to acquire vulnerability based on definite predictions of the leader's aims (Schoorman et al., 2007) Gillespie& Mann (2004) & Dirks& Ferrin (2002) proposes that trust is the main element of a good leader, he/she trusts his subordinates and get trust in return, this trust relationship forces them, the subordinates to work more effectively & efficiently. Having faith in leadership is vital component for effective & healthy work environment. Tyler (2003) debates trust develops healthy mutual relationship in organization. This is backed by Bijlsma & Koopma (2003) states that trust constructs performance, which in turn helps an organization. Trust is very valuable to the working of organizations (Dirks& Ferrin, 2001; Costa et al., 2001). It is studied that trust relationship works in a straight method it affects behaviors,



mutual relation and productivity. On the contrary trust can turn by impelling the situations beneath that the advanced results are probably to occur.

Trusting a leader is natural for the followers be susceptible to the activities of supervisor, whose behaviors and activities he cannot manage and whose is to address them the objectives and approaches controlled by higher administration (Tan and Tan, 2000). The understanding of the trust is made on the character of the pioneers and recommends that laborers to make suggestions in regards to the personality of leaders like accountability and honesty and used them to see their level their degree of trust in their pioneers. This view purpose of trust in the board uncovered the defenselessness of the specialist to the capacity of the administration in gradable relationship, with trust by the laborer apparently to rely on their bits of knowledge of the character of the structure authority. Trumpeter and Mann, (2004) express that it's indispensable that directors demonstration in a manner which not only builds adherents convictions with respect to the leaders trustiness, moreover construct their actions and emotional trust to the leader.

Inclusive leaders who have given importance to employees by including them in a specific work progress, give volunteering employees an opportunity to be heard for the generation, promotion, and implementation of great thoughts (Hirak, Peng, Carmeli, and Schubroek, 2012; Bekhorst, 2015). Such comprehensive pioneers give to a society where recommendations of chipping in representatives are incredibly regarded and valued. Concern for employees expectations and feelings is shown by inclusive leaders. Thus, in the circumstances of the change, employees feel inspired in showing IWB when under the supervision of supportive Inclusive leadership (Detert & Edmondson, 2011). Inclusive leaders communicate openly about performing innovative actions and ensuring the employees that they would not be penalized in case of any undesired outcome so that they are psychologically comfortable and build trust (Walumbwa & Schauboek, 2009; Carmeli & Reiter-Palmon, & Ziv, 2010; Zang, Tsui, & Wang, 2011).

When the employees are given direct access which is an attribute of accessibility of IL, they encounter non-defensively behavior, and feel higher degree of self-identity and self-worth (Shamir, House, & Arthur, 1993; Edmondson, Kramer, &

Cook, 2004). Furthermore, when approachability and availability is shown by inclusive leaders for discussion of new opportunities and new means of work, then employees are comfortable in sharing new ideas that are in their minds (Carmeli, Reiter-Palmon, & Ziv, 2010).

When inclusive leaders are working directly with volunteering employees, they are giving them opportunity of being heard, this results in the development of sense of trust towards their leaders. IL is all about freedom of communications and building of positive interpersonal relations with employees making them feel confident in taking innovative risks (Carmeli, Brueller, & Dutton, 2009; Shore et al., 2011). Additionally, within the concept of IL, trust in leadership inspires the employees not just the generation of fresh ideas but also its promotion and implementation in the organization. It is discovered that employee volunteerism increases work significance, inherent motivation and citizenship behavior of an organization (Cycyota et al., 2016). Work significance increases the level of job engagement of employees and as a result they become more productive by often coming up with novel and new ideas (Cohen-Meitar, Carmeli, & Waldman, 2009). By volunteering and expansion of their help to others, employees feel that their jobs will get a clearer meaning and purpose.

This results in engagement into non-mandatory positive behaviors. We anticipate a positive effect of employee volunteerism on innovative work behavior as it is regarded as a kind of optional, non-mandatory and volunteer behavior (Afsar et al., 2014). Social and relational skills can be developed by people involved in volunteerism (Cycyota et al., 2016), are also able to build social support and persuade others to assist them to implement their ideas. It is only relational skills that can effectively handle the fear of unknown, opposition, and unpredictability linked with a new idea. Those are trusted by people who are engaged in volunteering activities (Cycyota et al., 2016).

So it is likely that employees will believe in originator's idea and will support them in its true implementation. These skills are highly helpful to encourage an employee to commercialize ideas. It is revealed by research that if support from members of organization is absent, ideas cannot be successful (Afsar et al., 2014).

Geroy, Wright, and Jacoby (2000) put forward that there are a lot of positive results of employee volunteerism like support from management, development and improvement of skills, communication and understanding work teams improve significantly; a break from work so that employees return to work re-energized, increase in inherent motivation and self-confidence to make a difference; building trusting relationships at work; and collection of new and novel ideas that can be useful at work. As there is chance of failure of new ideas, one needs top management support to involve in innovative work behavior (Afsar et al., 2014). And when the top management takes charge, employees fear of getting blamed is reduced significantly. In addition, inherent motivation, quality team work and trustworthy relationships are also linked positively with tendency of an individual to engage in productive attempts. Thus, it is reasonable to put forward that employee volunteerism might enhance innovative work behavior.

**H<sub>5</sub>:** *Trust in Leadership Moderates the Relationship between Inclusive Leadership and Employee Volunteering*

## 2.6 Research Model

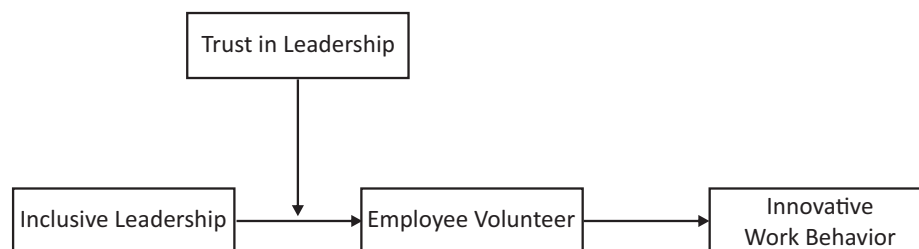


FIGURE 2.1: Research Model

## 2.7 Hypothesis

**H<sub>1</sub>:** *Inclusive leadership has a positive and significant relation with IWB.*

- 
- H<sub>2</sub>:** *Inclusive leadership has a positive and significant relation with employee volunteering.*
- H<sub>3</sub>:** *Employee volunteering has a positive and significant relationship with innovative work behavior.*
- H<sub>4</sub>:** *Employee volunteering mediates the relationship among inclusive leadership and innovative work behavior.*
- H<sub>5</sub>:** *Trust in leadership moderates the relationship among inclusive leadership and employee volunteering.*

# Chapter 3

## Research Methodology

### 3.1 Introduction

This chapter will discuss the method of research. Here, we evaluate impact of inclusive leadership on innovative work behavior with role of employee volunteering as mediator and trust as moderator. In research methodology we concluded a research design, the data collection methods, sample, population, reliability of variables as well as research instruments.

#### 3.1.1 Unit of Analysis

This investigation will be primary research in nature. The participants who participate in this study are our respondents. We collect information from respondents during survey through questionnaire. In this study data was gathered information by employees of banking sectors of Rawalpindi and Islamabad. So, the unit of analysis in this research was managers and subordinates of banking sector.

### 3.2 Research Design

Design of research is about fundamental path that we proceed in research and gives direction about how a research should be done, which individuals will be

the respondents of study, which method should be used to collect data and which technique will be used for analysis of data. This investigation depended on primary data and can be named as causal research.

### **3.2.1 Type of Study**

This investigation highlights impact of inclusive leadership on innovative work behavior, for this co-relational study has been used in this research.

### **3.2.2 Research Philosophy and Quantitative Research**

As we know population is huge and we cannot measure whole population, that's why quantitative approach is used by researchers and also appreciated. We take sample from whole population which represents the whole population. Therefore, in this study quantitative approach has been used and we collected quality data to connect variables with each other and represent the nature of the connection between variables which used in this study.

### **3.2.3 Population**

Population is said to be a set of events, people and their belongings related through concern that researcher is willing to examine (Sekaran, 2001). The present populations in this research are employees of the banking sector from Islamabad, Banking area assumes significant job being developed of any nation. Banking segment to a great extent contribute in abundance of Pakistan. Achievement of these segments additionally relies on leaders. Good leadership is vital to improve employee wellbeings and though is helpful in economic growth of country.

We choose banking sector population aimed at this research because employees of banking sector enjoys inclusive leadership because leaders of banking sector are people oriented, are great listeners and are able to tap into motivations and talents of their teams through patience. They try to satisfy their employees and fulfill their needs.

### **3.2.4 Sample and Sampling Technique**

Different inspecting strategies are accessible and researcher use testing techniques as indicated by their advantage. It could be snow ball, judgmental sampling or random sampling. In this study convenience sampling was the basic technique through which sample was drawn. Convenience Sampling technique is a method in which there are no probabilities, data is collected randomly according to researcher convenience.

We use convenience sampling technique for the purpose of data collection and collected responses according to the availability of employees from different banking sectors because convenience sampling technique is easy and suitable to collect data efficiently in this research. Along these lines, information was gathered from 281 employees of banking divisions of Rawalpindi, Islamabad, which speak to the most genuine image of entire populace of representatives of banking parts of Pakistan in exhibiting the effect of the inclusive leadership on innovative work behavior, with mediation of employee volunteering and moderation of trust.

### **3.2.5 Data Collection Technique**

Information collection source was essential. We utilized questionnaire for assortment of information as an instrument of information assortment. As we probably aware it is difficult to assemble responses from entire populace of banking areas of Pakistan on account of time requirement as we have restricted chance to finish this examination just as we have absence of assets.

For information assortment, examining procedure is commonly utilized by specialist through example we target entire populace. The specific example of populace speaks to entire populace. Subsequently, the chose test ought to have all the qualities which are require to introduce entire populace and the prerequisite of study.

### **3.3 Instrumentation**

As scale improvement is difficult and tedious procedure in this way, effectively created scales by all around perceived scientist have been utilized in this examination. The nature of all things contained in overview structures is with the end goal that all the factors including inclusive leadership, innovative work behavior, Trust in leadership and employee volunteering to be filled by employees of banking sectors.

#### **3.3.1 Inclusive Leadership**

9 items scale is used in this study which is established by Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010), to measure IL. All items are responded on 5-point scale 1-5 where:

1 = The manager is open to hearing new ideas.

9 = The manager is accessible for discussing emerging problems (accessibility).

Some of the items are; provides me opportunities, committed to workforce, listens to what I say etc.

#### **3.3.2 Trust in Leadership**

10 items scale is used in this study which is developed by (Hughes, M., Rigtering, J. C., Covin, J. G., Bouncken, R. B., & Kraus, S. 2018) to measure trust in leadership. Some of the items include in this scale are; I can talk freely with my leader, I share my problems with my leader etc.

#### **3.3.3 Innovative Work Behavior**

5 items scale is used in this study which is established by Adopted from (Hughes, M., Rigtering, J. C., Covin, J. G., Bouncken, R. B., & Kraus, S. 2018) to measure innovative work behavior. All items are answered through 5-point Likert scale,



ranging from 1= strongly disagree to 5= strongly agree. One reserve coded query is included. Items include in this scale are; I value new plans, I master new routines etc.

### 3.3.4 Employee Volunteers

8 items scale is used in this study which is established by Eisenberger, Robert, Gokhan Karagonlar, and Florence Stinglhamber (2010) to measure employee volunteers. All items are responded through 5-point Likert scale which ranges from 1 = strongly disagree to 5 = strongly agree. Some items contain in this scale are; I try my best to be successful. I gain skills, abilities etc.

TABLE 3.1: Instruments

Variables	Source	Items
Inclusive Leadership (IV)	Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010)	9
Innovative work behavior (DV)	Hughes, M., Rigtering, J. C., Covin, J. G., Bouncken, R. B., & Kraus, S. 2018	5
Employee Volunteering (MED)	Eisenberger, Robert, Gokhan Karagonlar, and Florence Stinglhamber (2010)	8
Trust in Leadership (MOD)	Hughes, M., Rigtering, J. C., Covin, J. G., Bouncken, R. B., & Kraus, S. 2018	10

## 3.4 Sample Characteristics

Demographics which we include in this study are employees age and their job experience, gender of employees and qualification of employees also considered.

### 3.4.1 Gender

To maintain the purpose of gender equality we considered the component of gender. Gender is considered as important element of demographics; it differentiates the ratio of male employees and female employees in a given sample size of population. In this current study, we tried to maintain the honor of gender equality.

TABLE 3.2: Frequency by Gender

Gender	Frequency	Percent	Cumulative Percent
Female	89	40	40
Male	136	60	100
Total	225	100	

Above table 3.2 shows about ratio of respondents of study. According to above table the female respondents having the ratio of 40% and the ratio of male responses are 60%.

### 3.4.2 Age

Age is an element which people don't want to disclose and feel uncomfortable if someone ask about their age. Age is also a one component of demographics which we included. For the comfort of respondents, we use specific range/scale for the collection of data about the age of participants.

TABLE 3.3: Frequency by Age

Age	Frequency	Percentage	Cumulative Percentage
20-25	36	16	16
26-30	45	20	36
31-35	59	26.2	62.22
36-40	50	22.20	84.42
40 and above	35	15.55	100
Total	225	100	

Frequency of age of respondents is shown in above table. As per above table the majority of age of respondents was 31-35 which is 26%. Age group of 20-25 was 16% of total respondents and age group of 26-30 was 20%. Meanwhile, age group of 36-40 was 22.20% and 40 and above was 15.55% of the total respondents.

### 3.4.3 Tenure

For the data collection about the tenure of respondents we also use different ranges of experience time, for both managers and workers. So, through different ranges respondents can easily response about their work experience regarding their field of work.

TABLE 3.4: Frequency of Tenure

Tenure	Frequency	Percent	Cumulative Percent
Less than 1 year	36	16	16
1-3 years	50	22.22	38.22
3-5 years	95	42.22	80.44
More than 10 years	44	19.55	100
Total	225	100	

Above table shows the frequency of tenure of respondents about their job. Both managers and subordinates filled the questionnaire. As per above table majority of respondents were having tenure range of 3-5 years which is 42.22%. 16% of respondents lie between the ranges of less than 1 year. 1-3 year was 22.22% and more than 10 years was 19.55%.

## 3.5 Statistical Tools

At initial stage we test reliability of scale which we used and validity of scales through CFA (confirmatory factor analysis) through using AMOS software. The understudied model was checked through fit statistics. These statistics involve multiple indices, such as chi square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Indices (CFI), Goodness of Fit Index (GFI) & Adjusted Goodness of Fit Index (AGFI). Comparative Fit Index assumes that there is no correlation between all latent variables & a comparison of the sample covariance matrix with null model. 0 and 1 is the acceptable range and value should be closer to 1 for decent mix of model. Numbers shall be above than 0.90 which exhibits good fit of model and value which is below this shows poor fit of model.

TABLE 3.5: Confirmatory Factor Analysis

	Chi Square	Df	CMIN/Df	GFI	TLI	CFI	RMSEA
Initial Model	2.456	428	2.456	0.88	0.86	0.871	0.076
Modified Model	1.871	419	1.871	0.914	0.912	0.904	0.055

Above table shows the figures of confirmatory factor analysis. As per above table, the values of analysis show the model is good fit and the values are significant. Above table shows that the value of GFI is .914 which is significant because it is greater than .9, and the value of TLI is .912 which is also greater than .9 and value of CFI is .904, that is also significant and acceptable. And the value of RMSEA is .055 which is significant as it is less than 0.6. Below figure elaborate more about CFA.

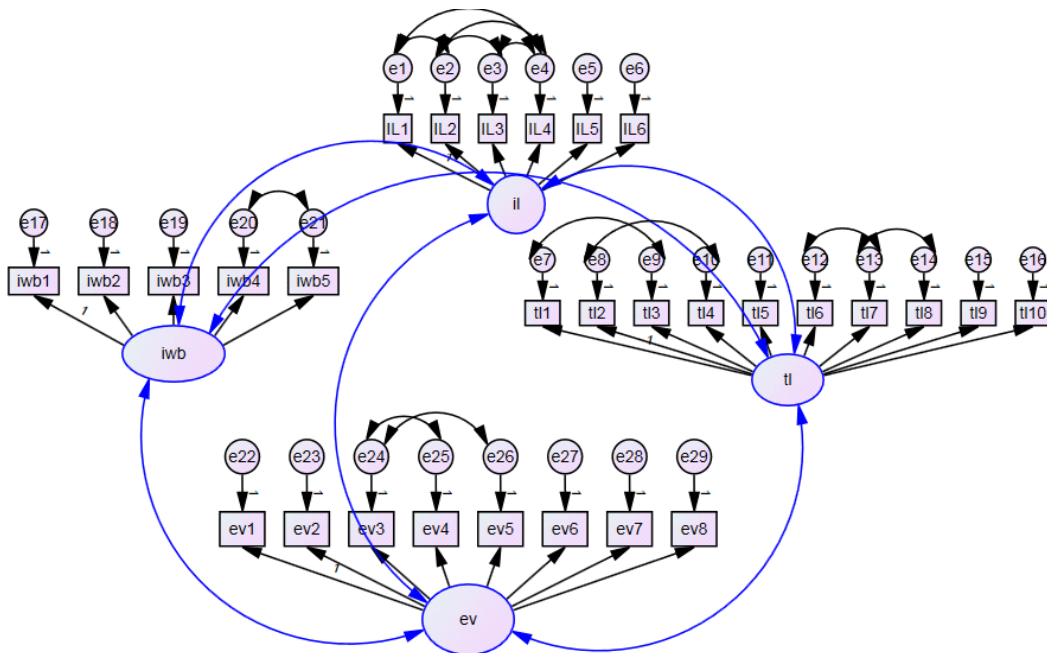


FIGURE 3.1: Reliability Analysis of Scale Used

### 3.5.1 Reliability Analysis of Scale Used

Reliability is stated to a procedure of giving similar constant outcomes over the different period of time. When we test specific item or scale over and over again. Scale reliability represents the capability of scale for giving constant results when

we test it for many times. We checked reliability of scales of variables which used in current study by Cronbach alpha. The acceptable range of Cronbach alpha is lie between 0 and 1 (Cronbach, 1951). Reliability of scale is considered higher when the value of Cronbach alpha is also higher. When the value of Cronbach alpha comes out 0.7 than the scale is considered reliable and when the value of Cronbach alpha is less than 0.7, the scale is considered as less reliable.

TABLE 3.6: Reliability Statistics(N=225)

Constructs	Cronbach's Alpha	No. of Items
Trust in leadership	0.722	10
Inclusive Leadership	0.942	9
Innovative work Behavior	0.772	5
Employee volunteering	0.712	8

In above table reliability of scale is measured and shown the results of scales which we used in current studies. As above table shows that Trust in leadership has 0.722 value of Cronbach alpha and the items of inclusive Leadership is having 0.942 value of the Cronbach alpha. The scale of innovative work behavior has 0.772 Cronbach alpha values and Employee Volunteering has 0.712 Cronbach alpha values. The value of Cronbach alpha of all the variables scale is more than 0.7 which means all scales are reliable.

### 3.5.2 Data Analysis Techniques

Several data analysis techniques have been used in department of social sciences for the purpose of statistical outcomes. These techniques and statistical tools which we used for data analysis have some benefits as well as disadvantages. We choose data analysis test and techniques according to our research type, nature of data, research model and research purpose, and choose the method with is highly linked with our study. Researchers use correlation analysis to know about the association among variables which we used in study and checked the effects of independent variable on the dependent variable. We also utilize regression analysis to investigate the links among multiple variables. After the procedure

of data collection, 225 responses were useable. The data was than tested on the software SPSS version 20, and also software AMOS version 26 was used for data analysis.

Many steps are involved in the process of data analysis, those steps are following:

***Step 1:***

At very first stage, only those responses were chosen for the purpose of analysis which was filled properly by the respondents.

***Step 2:***

Questionnaire of each variable of study were coded and then used for the analysis of data.

***Step 3:***

To describe characteristics of sample frequency table were utilized in current study.

***Step 4:***

Through numerical values, descriptive statistics was shown.

***Step 5:***

By using Cronbach alpha scale, reliability of understudied variables was checked.

***Step 6:***

For the purpose of justification of model, AMOS software is utilized to conduct confirmatory factor analysis.

***Step 7:***

To investigate about significance of relationship among understudied variables, correlation analysis is conducted.

***Step 8:***

To define the proposed connotation among independent and the dependent variables, single Linear Regression analysis is used.

***Step 9:***

To check role of mediation and moderation among variables of study method of Preacher and Hayes was utilized.

***Step 10:***

The status about the proposed hypothesis acceptance and rejection was checked by using correlation analysis and Preacher and Hayes method.

# Chapter 4

## Results

### 4.1 Data Analysis

In this results chapter, we include descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation and moderation analysis, description of each hypothesis with results, summary of all hypotheses with detail of acceptance and rejection of each hypothesis and also include discussion.

### 4.2 Descriptive Statistics

Descriptive statistics is about numerical data description of all the variables in a meaningful way such as inclusive leadership, trust in leadership, innovative work behavior and corporate volunteering and explain about their standard values. In this section we include minimum values of each variable, maximum value of each variable, standard deviation of each variable, and mean value of each variable and total number of responses. Standard deviation of variables demonstrates about the variation of responses from their mean values while the mean value of each variable tells us about the average of responses. Whole variables of this study were measures on the 5-point Likert scale that ranges from 1-5, where, 1 shows: strongly disagree and 5 represents strongly agree. Descriptive statistics highlight significant



statistical points and present the overall summary of data. In below mentioned table we present some figures that represent the whole data. Descriptive statistics of the understudied variables is shown in Table 4.1.

TABLE 4.1: Descriptive Analysis

	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>M</b>	<b>SD</b>
<b>Items</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>
TL	225	1	4	3.19	0.82
IL	225	1.31	4.92	3.71	0.7
IWB	225	1.17	4.86	3.72	0.71
EV	225	1.2	5	3.81	0.61

*Descriptive Statistics (N=225)*

In above table of descriptive statistics total of 6 columns are shown, where 1<sup>st</sup> column tells about the names of the variable, and 2<sup>nd</sup> column shows the size of total sample of study, 3<sup>rd</sup> column is about the minimum value calculated in the response of the particular variable, fourth column contain max value received during the response of that particular variable, 4<sup>th</sup> and 5<sup>th</sup> column is about the mean of the data and calculation of standard deviation of the collected data respectively.

The trust in leadership minimum value is 1 and maximum value is 4, where trust in leadership is taken as a moderator. Inclusive Leadership has the minimum value of 1 and maximum value of 4, where it is considered as a independent variable in study. Innovative work behavior has the minimum value of 1 and maximum value of 5 and its taken as a dependent variable. Employees volunteering have the minimum value of 1 & maximum of 5 which is mediator in present framework of study.

TL has a mean value of 3.19 with standard deviations of 0.82. The in depended variable shows the mean value of 3.71 and standard deviation of 0.70. IWB has a mean value of 3.72 and standard deviation of 0.71. EV has a mean value of 3.81 and standard deviation of 0.61. This analysis was measured on the total response which we collected in data collection process and chooses for this analysis. 225 total responses were selected for the aim of analysis.

### 4.3 Correlation Analysis

Correlation analysis represents the connections among variables and tells about the power and directions of the relationship. In this analysis, two variables are interlinked. The key purpose of correlation analysis is to found the degree to which variable fluctuate together. When we talk about positive correlation it specifies the extent in which variables decrease or increase in parallel shape. And in case of negative correlation variables does not move in parallel form. Here if one variable increase than other will decrease. We usually use Pearson correction analysis for calculation of correlation coefficient and analyze the interdependence among variables. Limited range of correlation coefficient lie within -1.00 and +1.00. -1.00 shows perfect negative correlations among variable & +1.00 shows perfect positive correlation among variables. If value of correlation ranges from -1.0 to -0.5 than it is considered high/strong correlation. If value of correlation ranges from -0.5 to -0.3 or 0.3 to 0.5 than it is considered as moderate correlation and if the value of correlation ranges from -0.3 to -0.1 or 0.1 to 0.3 than it is considered as low or weak correlation and if the correlation among variables is zero than it means that there is no correlation present among variables.

TABLE 4.2

<b>Constructs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
TL	1			
IL	.515**	1		
IWB	.325**	.372**	1	
EV	.402**	.385**	.727**	1

\*\* Correlation is significant at 0.01 level (2-tailed)

Above Table 4.2, displays about the correlation among variables. As shown by figures of above table, theres a positive and significant relation in between trust in leadership and inclusive leadership where,  $r = .515^{**}$  at  $p < 0.01$ . The above correlation table also display that trust in leadership and innovative work behavior have a positive significant relation, where  $r = .325^{**}$  at  $p < 0.01$ . There is also

a positive and significant relationship between trust in leadership and employee volunteering where  $r = .305^{**}$  at  $p < 0.01$ .

## 4.4 Regression Analysis

The model of mediation tries to interpret process and elaborate the observed connection among dependent and independent variable through the involvement of mediating variable. For the analysis of mediation software named SPSS was used and Preacher and Hayes method was utilized in present study. The present study has used employee volunteering as mediator as the medium between the independent variable, inclusive leadership (IV) and the dependent variable innovative work behavior (DV).

TABLE 4.3: The Mediating Effect of CV

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for Indirect Effects	
<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	LL	UL
0.316	6.778	0.7129	14.506	0.1	2.44	0.346	6.695	95% CI	95% CI
								0.145	0.35

From Table 4.3 it is concluded that, inclusive leadership has the direct positive and the significant relationship with EV as the value of *B* is significant, value of *t* is significant and *p* value is also less than 0.01. UL and LL both have positive signs show that hypothesis is accepted. The outcomes of the present study display significant association that ( $B=0.316$ ,  $t=-6.777$ ,  $p=0.00$ ) as inclusive leadership having the value of  $B=0.316$ , which displays level of the relationship. As the results shows value of *B* is positive, it shows the positive relationship. So, in this hypothesis the value of *B* shows statistically positive relationship among inclusive leadership and employee volunteering. And the value of *B* co-efficient is .316 that depicts if there is a one-unit change in inclusive leadership then there is a probability that corporate volunteering would be increased by 31%. Thus, the results in the above table provide strong justification for the acceptance of hypothesis. Thus,

the hypothesis  $H_1$  i.e. There is a positive association between Inclusive leadership and employee volunteering is accepted.

Results shows the positive and significant relationship between employee volunteering and innovative work behavior as value of B, t value and p value is significant and UL and LL both have similar positive sign. The outcomes of present research display a significant relationship as (B=.7129 t=14.506, p=0.00) employee volunteering has the value B=.7129 , which shows positive relationship. As the B value which has a positive sign shows the positive relation. Hence in this hypothesis the B shows statistically positive relation of employee volunteering and innovative work behavior. And the value of B co-efficient is .7129 which shows that if there is a one-unit change in employee volunteering then there is a chance that innovative work behavior would be increased by 71%. Hence the hypothesis  $H_2$  i.e. There is a positive association between employee volunteering and innovative work behavior is accepted.

It is predicted from above given table that inclusive leadership and innovative work behavior also have a significant relationship with each other. This proposed assumption got accepted. The outcomes of present study display a significant relationship (B=0.346, t=6.695, p=0.00) As B=0.346 shows positive relationship because B value has a positive sign. And the value of B co-efficient is .346 that depicts if there is a one-unit change in inclusive leadership, then there is a probability that employee volunteering would be increased by 34%. Thus from these values it is concluded that hypothesis  $H_3$  i.e. There is a positive association between inclusive leadership and innovative work behavior is also accepted.

Results indicate that corporate volunteering partially mediates the relationship between inclusive leadership and innovative work behavior, as the indirect effect of inclusive leadership on innovative work behavior through employee volunteering has the upper and lower limit of 0.145 and 0.35 and doesnt contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis  $H_4$  i.e. employee Volunteering plays a mediating role between inclusive leadership and innovative work behavior is accepted.

TABLE 4.4: Moderation analysis results for Trust in leadership on relationship of inclusive leadership and corporate volunteering.

Variables	B	SE	T	P	LL 95%	UL 95%
IL*TL	-0.0281	0.0362	-0.7802	0.436	-0.0996	0.0431
EV						

It has been concluded from the Table 4.4 that trust in leadership doesn't act as a moderator between inclusive leadership and employee volunteering, as indicated by the un-standardized regression analysis ( $B=-0.021, t=0.48, p=0.43$ ), hence the hypothesis  $H_5$  i.e. Trust in leadership moderates the relationship between inclusive leadership and employee volunteering is rejected because  $p=0.43$  is indicating an insignificant value and furthermore, LLCI and ULCI both have opposite signs which indicates that there is no moderation..

## 4.5 Accepted and Rejected Hypothesis

### Summery

Following table providing the summery of accepted and rejected hypothesis and Demonstrating that all hypothesis are accepted excluding hypothesis 5.

TABLE 4.5: Summary of Accepted and Rejected Hypothesis

Hypothesis	Statement	Result
$H_1$	Inclusive leadership has a positive and significant relationship with IWB .	Accepted
$H_2$	Inclusive leadership has a positive and significant relationship with employee volunteering .	Accepted
$H_3$	Employee volunteering has a positive and significant relationship with IWB.	Accepted
$H_4$	Employee volunteer mediates the relationship among inclusive leadership and IWB.	Accepted

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H <sub>5</sub>	Trust in leadership moderate the relationship among inclusive leadership and employee volunteering.	Rejected
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# Chapter 5

## Discussion & Conclusion

### 5.1 Introduction

In last section of study, we discuss about relationship among variables in detail and also include about the acceptance and rejection of our hypothesis. We will also discuss about the theoretical implications and practical suggestions of study and boundaries and also suggest future guidelines of the study

### 5.2 Discussion

The key aim of directing this investigation is to survey the appropriate responses of numerous inquiries which were unanswered in regards to the relationship of Inclusive leadership & Innovative work behavior of employees explicitly in the contextual settings of Pakistan. Along with other variables i-e Trust in leadership which is measured as moderator and employee volunteering which is measured as mediator among Inclusive leadership & IWB.

In this study, data is collected from banking sectors of Pakistan, basically from Rawalpindi and Islamabad, for above understudied proposed hypothesis. The first proposed hypothesis  $H_1$ , which shows that Inclusive leadership is positively and significantly associated with Innovative work behavior, supports to be accepted.

As employees of any organization plays integral part in the success of a business, and because of Inclusive leadership, employees feel more motivated and therefore, gives the best out of them. As Inclusive leaders trust their employees and therefore employees trust their leaders, which leads to more innovation and creativity, hence gives the good performance of employees so, H<sub>2</sub> and H<sub>3</sub> is also accepted, as, Inclusive leadership is positively and significantly associated with Employee Volunteering & H<sub>3</sub> indicates that, Employee volunteering is positively and significantly associated with Innovative work behavior. H<sub>4</sub> is also accepted which indicates that Employee Volunteering mediates relation among Inclusive leadership & IWB. After conducted analysis it was concluded that Trust in leadership is not acting as a moderator, so H<sub>5</sub> was rejected. That means the moderator (Trust in leadership) does not affect the association among Inclusive leadership and Employee volunteering. Employees in banking sector are bringing innovation by updating system and procedure and bringing innovation in bringing new ideas to improve customers service. Digitalization in sales by banking sector is a big change and it is the innovation for this sector.

The brief discussion on each hypothesis is as following:

### **5.2.1 H<sub>1</sub>: There is positive and significant relation among Inclusive leadership & IWB**

In many significant ways, the exploration done by us contributes to the effect of IL on IWB literature. While direct impact of IL on creativity is researched, however an immediate relationship among Inclusive leadership & innovative work behavior is something new in literature. This supports the belief that conditional factors are essential in promoting Innovative work behavior of employees (Tett & Guterman, 2000). Our research recommends that Inclusive leadership is a favorable conditional factor which looks after employees innovative work behavior. This research is consistent with already discovered leadership styles such as IWB and transformational leadership (Afsar, Badir, & Bin Saeed, 2014; March, Herman, & Ashknasy, 2015). Thus we conclude that Inclusive leadership also supports



Innovative work behavior by highlighting both the features of a leader and leader-followers relationship exchange (Holladner, 2009; Yin 2013). By highlighting the job of Inclusive leadership as a type of relational leadership, this research makes us clear about the nature of leadership processes which promote innovative work behavior in employees.

These outcomes assist leadership process view by exhibiting that Inclusive leadership behaviors change the viewpoints of individual employees about the circumstances of organization in a method which is favorable to IWB. A model is developed and tested by us on leader-member exchange theory which clarifies that how Inclusive leadership is positively linked with innovative work behaviors. This theory presupposed and examined the immediate relationship among Inclusive leadership and Innovative work behavior. Expressly, we emphasize that employees reveal themselves when they encounter a positive relationship with leaders in innovative activities (Graen & Scandura, 1987). We also emphasized that positive relationship inspire employees to individually take risks by, not only thinking fresh ideas, but also their promotion and implementation (Basu & Green, 1997; Janssen & Van Yperen, 2004). According to LMX theory, we discovered full support for the hypothesis of direct relationship. The stronger the relationship with the leader, the more flexibility and hope is expected in adverse situations. Both, a person and goals are needed by individuals as their secure base, as the goals provides a feel of security and a sense of accomplishment and these goals make part of things-to-do list after the inspiration resulting from IL. So leader approachability, assistance, care, inspiration and motivation are the elements which helps employees to take daring and innovative decisions. Thus, with the help of IL innovative work behaviors can be encouraged.

### **5.2.2 H<sub>2</sub>: There is positive and significant relation among Inclusive leadership & Employee volunteering**

Also in psychology and business channels, employee volunteerism is gaining importance (Jones, Wilness, & Madey, 2014). Employee volunteerism is explained

by social psychologist Wilson (2000) as "any activity which freely give time for the benefit of another person, group, or organization (p. 215)." Instead of passive support, it is an active provision of skills, time and energy and its also an energetic and worked out approach as against reactive and unprepared act of assisting others. When employees work for well-known and respected organization, their affiliation with group will enhance their pride and improve their positive behaviors of work (De Rock et al., 2016). Inclusive leadership is considered as a significant factor that empowers the creativity of volunteering employees and innovation in organizations (Mumford & Hunter, 2005; Shelley & Gilson, 2004; Wodman, Sawyer & Griffin, 1993).

Researchers paying attention on the impacts that leaders have on conduct of volunteering employees shows that inclusive leaders take part in employee volunteering in many ways. Firstly, for creative behaviors, leaders can assist as role model (Jaussi & Dione, 2003). Secondly, resources can be provided by leaders such as funding, time and necessary information for productive endeavor (Reiter-Palmon & Illies, 2004). Thirdly, leaders can refresh and energize their followers to be more productive (Atwater & Carmeli, 2009). Fourthly, leaders encourage productive behavior by giving relational support to subordinates (Arad, Hason, & Schnieder, 1997; Tierney, Farmer, & Graen, 1999). Finally, by shaping the atmosphere of team or organisation, leaders can influence the employees (Amabile, Schatzel, Moneta, & Kramer, 2004; Arad et al., 1997; Mumford & Hunter, 2005).

### **5.2.3 H<sub>3</sub>: There is positive and significant relation among Employee volunteering and IWB**

Engagement of employees in volunteering activities is linked positively with trust and morale (GatignonTurnau & Mignnac, 2015), identifications of organizations (Jones, 2010), commitment and pride of organization (Bruckner, Senior, & Welch, 2014), satisfaction of job and job performance (Hu, Jiang, Mo, Chen, & Shi, 2016).

Employee volunteering has been discovered to enhance task performance and behavior of organizational citizenship mitigating absenteeism and unproductive conduct (e.g., Alfes, Shantz, & Bailey, 2016; Lee & Brudney, 2015). Employees who are involved in volunteering activities are likely to feel compelled to return the favor to their organization (Cropanzano & Mitchell, 2005).

Particularly, Lavelle (2010) insisted that there is a direct link between employee volunteerism and organizational citizenship behavior because both are considered optional, non-compulsory and intentional behaviors. Gupta & Sharma (2016) also proposed that employee volunteerism enhances others performance like assisting other colleagues, positively talking about organization and performing tasks beyond one's duty. We add more reasons to indicate that as Innovative work behavior is also optional and non-compulsory in nature (Afsar et al., 2014), it is likely that employee's innovative work behavior will be enhanced by employee volunteerism.

#### **5.2.4 H<sub>4</sub>: Employee volunteering mediates the relationship between inclusive leadership and innovative work behavior**

Inclusive leader assistance has been discovered to frequently relate to inspiration to involve in productive work and show productive behaviors of EV and IWB. Inclusive behavior that is connected with productive performance of volunteering employees consists of high grade leader-member exchange relationships, providing support to employees decisions and activities, giving information, talking with employee, and the trust on leaders (Amabile et al., 2004; Atwater & Carmeli, 2009; Basu & Green, 1997; George & Zhou, 2007; Odham & Cummings, 1996; Scott & Bruce, 1994; Tierney et al., 1999). Previous studies have showed that support from leader is necessary for innovation and productivity (Hunter et al., 2007; Mumford & Hunter, 2005). Yet major portion of study on support of leader has paid attention on complete support of leadership, which includes elements like support and respect from the leader for fresh idea, creativeness and assist of leader through the resources, and didn't discriminate between various sides of

assistance (George & Zhou, 2007; Mumford & Hunter, 2005). Studies on impact of inclusive leadership paying greater attention on the leader-follower relationship indicate that such assistance is favorable for productivity on the whole (Arad et al., 1997; George & Zhou, 2007; Oldham & Cummings, 1996).

### **5.2.5 H<sub>5</sub>: Trust in leadership moderates the relationship between inclusive leadership and employee volunteering**

The most basic thing for the expectation, the workers will give performance more than expected, because of trust (Von Krogh et al., 2000). They debate, like Chami & Fullenkamp (2002), level of trust, cultivated and encouraged by the organization, is higher & strong, then it is likely to simplify the development of a network of communications. This linkage is vital to increase value of optional extra-role behaviors by workers.

Trust significance in inclusive leadership in acquiring flexible efforts from workers & increasing organizational effectiveness is increasingly recognized, as by (Dirks, 2000). Trust is considered the most important facilitator to performance of organization with help of high performing employees because employees optional contributions cannot be easily simulated or imitated (Jones & George, 1998). Organizational practices & management policies, which mirror beliefs & values, adopted by management, can have an important and significant effect on how employees view the organization. If employee perceptions and intentions are favorable, then the prospects for sharing are likely to rise. Unluckily, pressure of competition repeatedly force management to implement policies that can decrease prospects for employees to connect and establish relation of trust (Bolman & Deal, 2003; Sharkie, 2005).

In the environment of innovation, risks may be taken by employees by putting forward new ideas, most of which if implemented, can lead to failures of organization. Development and implementation of new ideas can be very risky (Ellen Mathsen, Enarsen, & Mykletun, 2012). Gong, Cheung, Wang, & Huang (2012) observed

the generation of new ideas does not ensure the achievement of desired goals as most of the ideas fail. They also highlighted that unique ideas may be dropped as being seen as untypical behavior in workplace. Therefore, employees require an environment which is safe and trustworthy for their risk-taking activities intrinsic to productive endeavors (Kanfr & Ackerman, 1989; Edmondson 1999). At workplace, whenever employees speak up, they are labeled as problem-creators by others (e.g., leaders) (Miceli, Near, & Dworkin, 2009). Punishment and lower support may result from it (Ashford, Sutcliffe, & Christanson, 2009). However, emotional and mental support and trust from inclusive leaders can assist in shaping and maintaining work contexts where leaders are trusted by employees but still because of fear of getting failed, the results are not satisfactory.

Inclusive leaders who give importance to the work of volunteering employees and therefore winning their trust, give employees an opportunity to get their voices raised by generation, promotion and implementation of useful and creative ideas (Hirak, Peng, Carmeli, & Schaubroek, 2012; Bokhorst, 2015). Such inclusive leaders encourage such an atmosphere where employees opinions and ideas are highly respected and valued. Concern for employees expectations as well as feelings are showed by inclusive leaders.

### **5.3 Conclusion**

In present study, we have established an area of Inclusive leadership impact on IWB, which is much popular and important area in the new era in order to compete successfully around the globe. The key goal of the research is, to explore the effect of Inclusive leadership upon IWB. This research has also established impact of Employee Volunteering as mediator among association of Inclusive leadership & IWB. This study has also observed an exclusive part of Trust in leadership as moderation among the connection of Inclusive leadership & Employee Volunteering. Data in this study, for the analysis was gathered from survey forms, distributed in banking sector of twin cities of Pakistan. This research study and the proposed

assumptions are supported by conservation of LMX theory. In total 300 questionnaires were distributed and 225 were used for analysis as they have full & most suitable information.

The main contribution of the study is, it has paid a lot in the current literature, because there has been very less work on study of impact of inclusive leadership on IWB along with Employee volunteering as mediator & Trust in leadership as moderator. In this study, five hypotheses were examined & are verified according to the context of Pakistan. Moreover, H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub> and H<sub>4</sub> are accepted according to the Pakistani context and H<sub>5</sub> is being rejected according to the context of Pakistan along with the support of past literature.

## **5.4 Theoretical Implication**

Our research related to IWB contributes in literature in some important ways. Also, the direct effects of Inclusive leadership are studied on the Employee volunteering. This direct relationship among the Inclusive leadership & innovative work behavior with Employee volunteering as mediation is a new contribution in the literature. This relationship helps to supports the notion, that situational factors are an important in fostering Innovative work behavior (Tet & Guterman, 2000). Our findings in this research show that Inclusive leadership is that favorable situational elements which supports Innovative work behavior.

Thus, we can also conclude that IWB is promoted by Inclusive leadership by having focus on both the characteristic of a leaderfollowers relationship and the followers (Hollander, 2009; Yin, 2013). Moreover, our study shows that the inclusiveness is the main factor in providing leadership support for an innovative work behavior. It is because, it promotes the high quality of relationships that are further augmented as a sense of Employee volunteering.

Moreover, also the process views of the leadership, in which an Inclusive leadership characteristic enables the employees behaviors, definitely figures their observations

about the context of the organizational, in such a way that is favorable to Innovative work behavior. Our research also suggests that the researchers should assess other mediation variables, to understand and better explain the relationships among an Inclusive leadership and employees innovative work behavior. Also, our research and findings also supported the social exchange view (Blau, 1964). We demonstrated that, through Inclusive leadership attributes, when employees are given value by the inclusive leaders, such as participation as well as openness in the decision-making, the positive social exchange is occurred and also the employees tends to respond this by displaying Innovative work behavior.

Secondly, we discovered Employee volunteering, as a mediating role among inclusive leadership & Innovative work behavior. Our results also give proof of longer-term results of inclusive leadership supervision as far as workers performance related results. Utilizing LMX theory to explain the procedures through which inclusive leadership effects innovative performances of workers results, our discoveries give proof that inclusive leadership leads to high employees volunteering leading to high innovation and hence high performance and high outcomes. As LMX theory commends that inclusive leaderships supportive nature of the leader allows the employees to have same affect i.e. a responsible & supportive nature, as a result whole organizations success elevates with inclusive leadership. Furthermore, it is observed that Innovative work behavior helps in success of organization and underlying factors for this success is Employee volunteering.

Also, we analyzed moderating impact of trust among inclusive leadership and Employee volunteering and connected it with Innovative work behavior. Therefore, the viewpoint that trust is vital contextual factor is supported, and also influences mechanism of inclusive leadership on performance of team. Our study also examines mechanisms by which inclusive leadership can influence the performances of employees through IWB. So, this research spreads the current thoughtful of the different instruments among inclusive leadership & IWB & gives backing for additional research on numerous mechanisms among inclusive leadership & IWB.

## **5.5 Managerial and Practical Implications**

Our findings are having some managerial implications. First of all, an Inclusive leadership was established to simplify and facilitate the IWB of the employees. It's very important for the managers to recognize that, how to foster an innovative work behavior in their employees of an organization. We recommend in the study, that the managers should promote an Inclusive leadership style in their employees by highlighting availability, openness as well as the accessibility for creating the conditions for their employees to speak about the new and creative ideas and voice their opinions in an organization for its success. Moreover, it is basically very important for the leaders to initiate and socialize the training programs to develop a trustworthy, as well as the close relationships with employees. New changes have made an innovation and creativity as an important factor to compete in the market with the help of environmental complexity (Paan, Sunn, & Chow, 2012; Bretel, Choomik, & Flaten, 2015; Carmeli, Dutton, & Hardin, 2015). In this viewpoint, some employees are socially distant and some are socially interwoven. Socially interwoven employees are those who accept new changes; but, socially distant employees prefer the status quo and abhor new changes. By creating a sense of trust, Inclusive leadership can increase employees' innovative work behavior.

## **5.6 Limitations and Future Directions**

The research has little methodological strengths that raise the self-assurance in the results. First of all, we have collected the data from employees of banking sectors of twin cities only because of time constraints. These strengths reduce the potential effect of common methods and single sources bias.

We highlighted some other limitations as well. Second limitation is, our small sample size, because of time issue, creates barriers and issues for simplifying the findings of this study. So, we advise to conduct the further studies with the larger samples along other cities and other sectors of Pakistan, other than the banking



sectors. We believe that there are other many sectors in Pakistan, where innovation and employee volunteering plays the major roles in success of organizations.

Thirdly, We advise to conduct this study in other sectors to where more innovation and creativity can be explored, such as the educational sectors of Pakistan and also the health sectors where employees have more chances to bring innovation. Bringing innovation in banking sectors can be limited because banks have their fixed rules and regulations but educational and health sectors shows some flexibility and they are looking for creativity and innovation every day to bring out some changings and to compete with their competitors

Fourthly, we investigated how Inclusive leadership can affect innovative work behavior with the mediating role of Employee Volunteering. The studies in future should explore the added mediating pathways among Inclusive leadership and Innovative work behaviors. One of the possibility is to examine the role of individual level attitudes and motivations and like creative self-efficacy and intrinsic motivation (Shin & Zhou, 2003; Zhang & Brtol, 2010) and aslo the other cultures of Hofstead can be studied. Another possibility can be to study the part of the related factors like environment for innovations and LMX (Aarons & Somerfeld, 2012; Jaiswal & Dhaar, 2015; Wanng et al., 2015). Moreover, the external rationality of the results in this study is limited because we select a sample from Pakistan only. So, generalizability of this research can increase, if scholars can repeat this study in a diverse culture or context. Fifth we collected the data from the twin cities of the Pakistan, future research can also collect the data from abroad.

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# Appendix



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**ISLAMABAD**

**Department of Management Sciences**

## Questionnaire

Dear Participant,

The undersigned will conduct a research entitled, **Impact of Inclusive Leadership on Innovative Work Behavior with Mediating Role of Corporate Volunteering and Moderating Role of Trust in Leadership**". There is no right or wrong answers as long as you did it honestly that your answers to this questionnaire will be treated with utmost confidentiality. The survey result will be analyzed for academic purpose. Thank you for your kind cooperation in the conduct of this study. Your responses will contribute to this academic research.

**Maira Emmanuel**

Researcher

## Scale

Responses to each item are measured on a five-point scale with the label mentioned below:

1. Strongly Disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly Agree

The (R) indicates the reversed question.

### Innovative Work Behavior (IWB)

How you act/ behave at your workplace, please respond to each of the items below by circling the one number that most closely describes the extent to which you agree or disagree with the

	Question	Strongly Disagree	Disagree	Disagree	Agree	Strongly Agree
1	I value new plans and ideas, even if I feel that they could fail in practice	1	2	3	4	5
2	I always try to find if (internal) clients have wishes or desires that they are not consciously aware of	1	2	3	4	5
3	I am constantly looking for new ways to improve my performance at the job	1	2	3	4	5

4	I quickly master new routines, procedures and new ways of working	1	2	3	4	5
5	I have very little problems with renewal and change.	1	2	3	4	5

### Inclusive Leadership (IL)

	Question	Strongly Disagree	Disagree	Disagree	Agree	Strongly Agree
1	The manager is open to hearing new ideas.	1	2	3	4	5
2	The manager is attentive to new opportunities to improve work processes (openness).	1	2	3	4	5
3	The manager is open to discuss the desired goals and new ways to achieve them (openness).	1	2	3	4	5
4	The manager is available for consultation on problems (availability).	1	2	3	4	5
5	The manager is an ongoing presence in this team—someone who is readily available (availability).	1	2	3	4	5
6	The manager is available for professional questions I would like to consult with him=her (availability).	1	2	3	4	5
7	The manager is ready to listen to my requests (availability).	1	2	3	4	5
8	The manager encourages me to access him=her on emerging issues (accessibility).	1	2	3	4	5
9	The manager is accessible for discussing emerging problems (accessibility).	1	2	3	4	5

## Trust in Leadership

	Question	Strongly Disagree	Disagree	Disagree	Agree	Strongly Agree
<b>1</b>	I have a sharing relationship. We can both freely share our ideas, feelings, and hopes	1	2	3	4	5
<b>2</b>	I can talk freely to my leader about difficulties I am having at work and know that	1	2	3	4	5
<b>3</b>	We would both feel a sense of loss if one of us was transferred and we could no longer work together	1	2	3	4	5
<b>4</b>	I shared my problems with my leader I know (s)he, she would respond constructively and caringly	1	2	3	4	5
<b>5</b>	I would have to say that we have both made considerable emotional investments in our working relationship	1	2	3	4	5
<b>6</b>	My leader approaches his/her job with professionalism and dedication	1	2	3	4	5
<b>7</b>	Given this person's track record, I see no reason to doubt his/her competence and preparation for the job	1	2	3	4	5
<b>8</b>	I can rely on my leader not to make my job more difficult by careless work	1	2	3	4	5
<b>9</b>	Most people, even those who aren't close friends of this individual, trust and respect him/her as a coworker	1	2	3	4	5
<b>10</b>	Other work associates of mine who must interact with my leader consider him/her to be trustworthy	1	2	3	4	5

## Employee Volunteers (EV)

	Question	Strongly Disagree	Disagree	Disagree	Agree	Strongly Agree
1	I try my best to be more successful.	1	2	3	4	5
2	I always take action to solve potential problems	1	2	3	4	5
3	I always make suggestions to help whenever I can	1	2	3	4	5
4	I keep myself well-informed where my opinion might benefit.	1	2	3	4	5
5	Continue to look for new ways to improve the effectiveness of my work.	1	2	3	4	5
	I always encourage coworkers to try new and more effective ways of doing their job	1	2	3	4	5
7	I willingly extend favors to other employees when required	1	2	3	4	5
8	I willingly gain knowledge, skills, and abilities that will be of benefit to organization.	1	2	3	4	5

## General Information

### Gender

Male

Female

### Age

20-----25	26-----30	31-----35	36-----40	40 and above
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### Employment Status

- 1)Permanent        2)Contractual        3)Daily Wages      
1)BBA        2)MBA        3)ICMA        4)M.A

**Tenure**

Less than 1 year	1.....3 years	3.....5 years	More than10 years
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