

**Inclusive leadership as a precursor for thriving at work and  
innovative work behaviour among hospitality industry  
employees**

**DISSERTATION**

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**2022**

## DECLARATION

I hereby declare that the work entitled “**Inclusive leadership as a precursor for thriving at work and innovative work behaviour among hospitality industry employees**” is an original piece of research work done by me under the guidance of **Dr. Lata Bajpai Singh** (Assistant Professor) in fulfilment of the requirement for the award of the Degree of Master of Philosophy (M.Phil.) in Management of Department of Rural Management, School of Management studies at Babasaheb Bhimrao Ambedkar University (A Central University), Lucknow. The matter embodied in this thesis has not been submitted by me for the award of any other degree of any other University. I also declare that the M.Phil. dissertation is essentially free from all kinds of plagiarism.

*Diksha Dhar*  
09/02/2022

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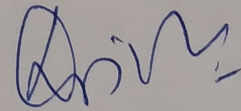
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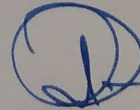
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The dissertation submitted to Babasaheb Bhimrao Ambedkar University Lucknow satisfies all the requirements as stipulated in the *Master of Philosophy (M.Phil.) regulations amended in 2019* and it is fit for submission and evaluation for the award of the degree of Master of Philosophy of the University.

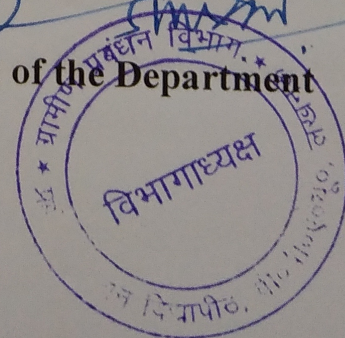
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**CHAPTER-1**  
**INTRODUCTION**

# **CHAPTER I : INTRODUCTION**

## **1.1 BACKGROUND OF THE STUDY**

In recent period due to tumultuous business surrounding, it is becoming difficult for organization to sustain and prosper (Chowhan, 2017; Lauser, 2010). In such an environment, it becomes imperative on prioritizing innovation and to develop a workplace where employees feel a sense of belongingness (Newman *et al.*, 2017) which enhances a constructive mental state leading to individual Learning and vitality (Spreitzer *et al.*, 2005) thereby resulting in accomplishment of organizational goals. Javed *et al.*, (2019) highlighted that novelty is an indispensable element for harmonising technological advances with prompt business strategies to suit the requirements of challenging and uncertain situations. The companies constantly keep looking for new ways to reinvent themselves in order to attain a competitive edge and stay ahead of their counterparts (AlEssa and Durugbo, 2021). In such a pursuit, the firms generally appraise human resources as an intangible asset quoting that when invested properly fosters in employees thriving at work and intrinsically inspires them to engage in new activities (Mariz-Perez *et al.*, 2012). According to Agarwal (2014), encouraging employees to be innovative is one way for business to become more innovative. Innovative behaviour comprises the invention and implementation of unique and valuable ideas which serves as a key component of employees performance and evaluation and aids in the integration and production of creative benefits which ensures survival and profitability of business organizations. Furthermore, thriving serves as a powerful stimulant for innovative work behaviour which is defined as a shared sense of learning and vitality (Abid *et al.*, 2015). Vitality refers to a feeling of enthusiasm and vigour at workplace whereas learning relates to expanding one's knowledge and gaining new skills. Carmeli (2006) underlined three viable grounds on how thriving stimulates employees to take part in innovative behaviour. First when employees perceive learning at

work they experience a favourable condition to apply new solutions to problems which enhances their confidence to change the status quo leading to generation of new ideas. Second vitality energizes individuals at work and motivates them to perform innovative behaviours. It helps employees in adjusting to working conditions and promote individual growth and development (Liu *et al.*, 2020). Third, when employees thrive and are in a good mood, it helps them to think more creatively and improves their problem solving abilities (Liu *et al.*, 2020).

Based on the proposition that innovative work behaviour and thriving at work soar not only from the personality attributes of an individual but also by the work environment, employment culture, employee attitude and so on. Therefore it calls for addressing the role and effectiveness of Inclusive leadership style in which leaders proactively exhibits openness, availability and accessibility and motivates employees to share their thoughts and opinions at workplace (Khan *et al.*, 2020). Such an inclusive work environment facilitates in building a supportive relationship with the employees (Newman *et al.*, 2017) to ensure beneficial outcomes for the organizations by fostering energy and engaging in creative tasks. It is essential for leaders to identify what their employees value and care about, because a work environment which focuses only on getting things done may lead to burnout, exhaustion and having a negative feeling towards their organisation and eventually cease to exist (Hernandez *et al.*, 2015). It has been seen that organizations which promote greater degree of decision making and giving employees greater autonomy, can make its employees feel psychologically safe i.e., an employee being open to try new things and take chances without the fear of having undesirable effects to his or her self-esteem, status or career (Kahn, 1990). A psychologically safe employee will have increased level of thriving at work which will further encourage an employee to introduce innovative ideas at workplace (Yang *et al.*, 2019).

According to Ministry of Statistics and programme implementation, in India, the service sector contributes more than 50% of country's GDP and hospitality industry plays a key role in this regard which involves offering an overall gratifying experience to customers in terms of food, lodging, event planning, travel and tourism and other related services. In such an pursuit, business firms often overlooks that in a hyper-competitive job market the employees are as powerful as customers, because they can provide crucial insights in the overall customer experience. Consequently, efforts should be taken by practitioners and leaders to provide better satisfaction to employees which can be ensured by offering relational support work environment in which leaders exhibit inclusive leadership style and hence ensure psychologically safe environment for people to voice views (Carmeli *et al.*, 2010).

Although numerous studies have found a profound linkage between inclusive leadership and how it enhances innovative work behaviour and thriving at work by the former creating a platform for inclusion, however, such studies has been restricted within the purview of team level (Newman *et al.*, 2017). Due to paucity of research from organizational level which is still in an embryonic stage, the researcher in the proposed study attempts to broaden the line of enquiry in this regard by focusing how Inclusive leadership helps in fostering novel ideas useful for employing organization .Furthermore, it also attempts to explore the role of inclusive leadership in developing psychological safety within hospitality industry employees at Assam, so that they can exhibit thriving at work and innovative work behaviour since to our knowledge there exists no study on research articles related to this domain.

## 1.2 RESEARCH GAP

- Inclusive leadership acts as key factor that promotes innovative work behavior. Despite the growing importance of inclusive leadership, there is a scant of studies which stressed its effects on Innovative work behavior. Maximum literature has mainly been concentrated on transformational leadership (Bass and Steidlmeier 1999; Islam *et al.*, 2021; Pieterse *et al.*, 2010), charismatic leadership (Michaelis *et al.*, 2009), entrepreneurial leadership (Iqbal *et al.*, 2020), servant leadership (Iqbal *et al.*, 2020), authentic leadership (Hsiung, 2012), ethical leadership (Yidong and Xinxin, 2013), influence based leadership (Krause, 2004), transactional leadership (Pieterse *et al.*, 2010) and so forth. However, the focus of all these studies orbited around leaders personality traits in promoting innovative work behavior. This research intends to unearth the necessity of leader and follower relationship with the augmentation of inclusive leadership which lacks in literature.
- Thompson and Matkin (2020) emphasized that in the past three decades, there are growing no of articles on inclusion or inclusive climate but lacks on inclusive leadership. Furthermore, In Indian context, past studies have revealed that studies on inclusive leadership have primarily been centered on organizational inclusion (Kuknor and Bhattacharya, 2020; Kuknor and Bhattacharya, 2020).
- Newman *et al.*, (2017) in their study addressed that research on inclusive leadership have mainly been conducted on team level due to the huge strength of organisation. Literature lacks an understanding on the effect of Inclusive leadership on various outcomes such as thriving at work, Innovative work behaviour from organisational level.
- Extensive research has revealed that majority of articles on the impact of inclusive leadership on innovative work behaviour have primarily been focused more on

telecommunication companies (Choi *et al.*, 2017), textile industry (Javed *et al.*, 2019; Javed *et al.*, 2018), R & D organization (Siyal *et al.*, 2021), IT sector (Mansoor *et al.*, 2021), healthcare sector (Shakil *et al.*, 2021) and so on. To our knowledge there exists lack of study on research articles related to inclusive leadership and its various outcomes in context of hotel industry at Guwahati.

- In recent years, studies on the advantages of inclusive leadership on innovative work behaviour is limited with the mediating mechanism of psychological safety. Prior studies unveiled that a wealth of articles have been dominated with the mediating role of intrinsic motivation(Siyal *et al.*, 2021) , creative self efficacy (Javed *et al.*, 2021), employee engagement (Mansoor *et al.*, 2021), psychological empowerment (Javed *et al.*, 2019), perceived organizational support (Qi *et al.*, 2019), psychological capital (Fang *et al.*, 2019), knowledge sharing (Schoonus, 2018), leader-member exchange(Javed *et al.*, 2018)and so forth. Additionally, in the context of psychological safety various studies have been conducted mainly in western context (Javed *et al.*, 2019; Carmeli *et al.*, 2010).
- In consistent with earlier research, the role of inclusive leadership in stimulating thriving at work has been mainly focused on employees from different industries like trading, manufacturing, construction etc (Zeng *et al.*, 2020). However, there exists a dearth of literature on how Inclusive leadership triggers thriving at work to enhance performance outcomes among hospitality industry employees.
- Extant research highlights that psychological safety is a key ingredient in individual innovative work behaviour at workplace (Chughtai, 2020; Iqbal *et al.*, 2020) which is enhanced through Inclusive leadership. However, to our knowledge, this line of study has been ignored by management practitioners in addressing the direct relationship

between them and how Inclusive leadership creates a platform where employees feel psychologically safe which leads to innovation.

### **1.3 SIGNIFICANCE OF THE STUDY**

In present era of globalization and industrial development, hospitality industry occupies a pivotal place in shaping the overall economy of a country which is driven by rendering services such as fooding and lodging, event planning, travel and tourism and so on that make people delighted and contented. It is a part of a larger service business where people employ certain skills to provide gratifying service experience to customers and earn profit. Thus, efforts are made by business concerns to make it a hit by satisfying existing customers and carrying out innovative practises to attract potential customers. In such an exercise, business firms often turn a blind eye to the needs and wants of employees who hold an important place in shaping and reshaping the industry because they are the ones who directly come in contact with customers and can provide crucial insights regarding their overall experiences which can be instrumental in triggering organizational success. Furthermore, Berry (2000) illuminated that employees are an integral component determining the effectiveness of service offering process and has significant impact on customer experiences. Considering its growing prevalence, the business leaders usually struggle to incorporate inclusion practises that promote greater autonomy and involve employee's participation in decision making. Hence, this study will highlight the need for effective implementation of human resource practises and help in providing a road map for experienced and budding leaders to develop an open culture and frame policies that will encourage equal participation of the employees with different temperament at work place leading to survival of business. Furthermore, this will also boost in creating a conducive

environment where employees can develop a sense of belongingness which in turn will increase their productivity by exhibiting thriving at work and innovative work behaviour.

## **1.4 RESEARCH QUESTIONS**

On the basis of the literature gap found in the area of research, following research questions have been framed to pursue in the presented study-

1. Does inclusive leadership ensure thriving at work among the employees?
2. Does inclusive leadership cause innovative work behaviour among the employees?
3. What is the role of psychological safety on the relationship between inclusive leadership and thriving at work among the employees?
4. What is the role of psychological safety on the relationship between inclusive leadership and innovative work behaviour of the employees?

## **1.5 SCOPE OF THE STUDY**

The study aims at determining the impact of Inclusive leadership on employees innovative behaviour and thriving at work with the intervening effect of psychological safety in the setting of hospitality industry at Guwahati. The stakeholders of this study includes-

1. Employees of the organization- The perceptions that an employee holds for their leaders and subsequently in regard to their workplace is assessed in this study. Hence the outcome of the study will provide constructive feedback that will foster teamwork and meet business goals.
2. Managers and Business leaders- Managers and business leaders are an important stakeholder of this study because they are the person who provide guidance and motivate employees with their leadership skills. Hence the findings of the study will act as a guideline in developing better organizational interaction with their employees.

3. Trainers and consultants- Trainers and consultants active in the sphere of imparting relational supportive leadership skills would have an important interest in the findings of this study.
4. Contemporary organization- In a dynamic business environment clubbed with cut throat competition, it becomes essential for organizations to perform better and remain ahead of competitors. The results of this study will provide a roadmap for business organizations operating in similar domains to frame policies that will help to sustain and flourish.

## **1.6 ORGANIZATION OF THE THESIS**

The thesis is arranged into 6 chapter which includes chapter of introduction, review of literature, research methodology, data analysis and interpretation, findings and implications and conclusions, limitations and future directions. They are briefly summarised below-

**Chapter 1- Introduction:-** This chapter outlines the background of the study conveying an idea about innovative work behaviour and thriving at work and how it gets manifested with the inclusion of inclusive leadership skills followed by mentioning the gaps in the earlier literature. Furthermore, the significance of the study is discussed and the research questions formed has been stated accompanied by scope of the study. The chapter ends with a summary of the organization of the thesis.

**Chapter 2- Review of literature:-** This section presents the concept and definitions of the constructs followed by exploring and summarising earlier research on similar constructs to establish an empirical evidence which forms a basis for developing research hypothesis.

**Chapter 3- Research Methodology:-** This section describes the overall research methodology used in the study to accomplish the research objectives and test the hypothesis framed. The methodology of this study is systematized into research design,

scale items used, methods of data collection, sampling method, total no. of population and sample size, research instrument used and statistical tools and techniques employed in the study.

**Chapter 4- Data analysis and interpretation:-** This chapter contains data which is analysed after survey and interpreting the results to test the conceptual model and validate the objectives and research hypothesis framed. The data is represented through tables and pie charts.

**Chapter 5- Findings and implications:-** This chapter outlines the findings of the study, its confirmation and contradiction with research objectives and hypothesis. Furthermore, constructive implications of the study is highlighted useful for various stakeholders of this study.

**Chapter 6- Conclusions, Limitations and scope for future directions:-** This chapter introduces with final conclusion enriching with the need of the study followed by the limitations involved which act as a foundation for upcoming studies in similar context.

# **CHAPTER-2**

## **LITERATURE REVIEW**

## **CHAPTER 2 : REVIEW OF LITERATURE**

This chapter intends to review previous literature related to the variables used in this study. Section 2.1 covers the definitions of the constructs under study. Section 2.2 highlights hypothesis development exploring previous studies done by researcher on similar constructs. In section 2.3 different theories prevalent in similar domain has been explored followed by Section 2.4 which includes a conceptual model.

### **2.1 DEFINITIONS OF CONSTRUCTS UNDER STUDY**

#### **2.1.1 INCLUSIVE LEADERSHIP**

The roots of Inclusive Leadership emerged from the earlier work of Hollander and Webb (1955) when they researched “followership” and its relation to leadership and friendship. The respondents included naval aviation cadets and it was concluded that leaders who are friendly and empathetic towards their employees will experience better employee engagement. It was until then when Nembhard and Edmondson (2006) coined the term Inclusive Leadership as Leaders’ words and actions that encourages and appreciates others contribution and involves an attempt made by the leader to involve people in conversation and decisions where their voices and perspectives would otherwise be absent. Later the construct was popularized with the work of Edwin P. Hollander a Organisational social Psychologist who originated the term Inclusive Leadership with the Key principle of “Doing things with people, not to people” (Hollander, 2012). He defines that *“Inclusive leaderships is about relationships that can accomplish things for mutual benefit and sees more towards the involvement of people rather than the manipulation of followers by those in power”* (Hollander, 2012). Since ages the concept of Leadership has been mainly focused on how people carried out tasks efficiently and effectively but in current time there has been

a shift from the purview of a single leader to the interaction and involvement of people working together in getting things done and achieving organisational goals. It promotes diversity through educating team members and treating everyone equitably in a biased free manner.

In today's dynamic scenario, it is imperative for organisations to be creative to sustain the existing market scenario, accomplish desired goals and remain ahead of competitors (Siyal *et al.*, 2021). The occurrence of Inclusive leadership within the organizations stimulates innovative thinking among the subordinates and followers to implement modern ideas (Siyal *et al.*, 2021; Mansoor *et al.*, 2021; Aboramadan *et al.*, 2021; Mansoor *et al.*, 2021; Shakil *et al.*, 2021), creativity i.e., to produce novel and useful ideas (Zhu *et al.*, 2020), engaging organizational members to their work roles (Cenkci *et al.*, 2020) and reducing unfavourable effects such as psychological distress, trauma and other health problems (Zhao *et al.*, 2020).

Fairholm (2004) defines inclusive leadership as *“Doing things with people, rather than to people, which is the essence of inclusion”*.

Ryan (2006) defines Inclusive leadership as *“a kind of leadership style in which leaders are good at listening to employees' opinions and affirming employees' contributions”*.

According to Hollander *et al.*, (2008) *“Inclusive leadership can be a bridge between transformational and transactional leadership concepts as both of them aim toward addressing the follower's needs”*.

Carmeli *et al.*, (2010) explained inclusive leaders as people who are open, available and accessible to staff coming up with fresh ideas and establishing a psychologically secure environment for them to share views that may not always be in sync with norms.

According to Zhu and Zhang (2011), “*Inclusive Leadership is the outcome of the diversity and inclusion movement in the workplace*”.

According to Saz-Carranza and Ospina (2011), an inclusive leader is someone who accepts employees at all levels of the organisation and is accountable for results.

Inclusive Leadership, according to Shore *et al.*, (2011) is the degree to which an employee thinks that he or she is an appreciated part of the workgroup through experiencing behaviour that fulfills his or her requirements for togetherness and individuality.

Randel *et al.*, (2018) pointed out that in inclusive leadership, leaders care about the needs of employees and show the characteristics of openness, availability and accessibility in the process of interaction with employees.

Fang *et al.*, (2019) defined *inclusive leadership according to three aspects of the Chinese workplace: First, leaders should strive to understand their employees and tolerate their failures. Second, leaders should encourage their employees by emphasizing their training and recognizing their achievements. Third, leaders should treat employees fairly by considering their needs and sharing benefits.*

Employees Network for Equality and Inclusion defines Inclusive Leadership as “*leaders who are aware of their own biases and preferences, actively seek out and consider different views and perspectives to inform better decision-making. They see diverse talent as a source of competitive advantage and inspire diverse people to drive organizational and individual performance towards a shared vision*”.

### **2.1.2 PSYCHOLOGICAL SAFETY**

Psychological safety is a sense of ease and comfort an employee feels in his/her work setting and is not concerned about the negative effects of freely expressing oneself, challenging jobs or interpersonal conflict (Newman *et al.*, 2017). It is a situation where

employees feel contented and safe within the work place with leads to more engagement such as asking questions, seeking opinions, experimenting which thereby leads to meeting organisational goals.

The idea of Psychological safety was first originated in organizational change literature by the earlier work of Kurt Lewin (1940) who recognised a three stage of organisational change i.e., unfreeze, change and refreeze. Later in the year 1965, Edgar Schein and Warren Bennis highlighted the necessity of psychological safety with the conclusion that psychological safety is essential for employees to feel safe and competent of modifying their behaviour to meet to changing organisational difficulties. The construct gained considerable attention with the qualitative studies of William Kahn (1990). He conducted a research on summer camp counsellors and members of architecture firm that depicted how psychological safety allows people to be more engaged to work which improves their role performances. However the work of Amy Edmondson (1999) on psychological safety drew more attention who introduced an empirical measure of psychological safety. He treated Psychological safety as a team level shared belief unlike his colleagues such as Schein (1965) who explored psychological safety as a climate type predictor and Kahn who conceptualized psychological safety at the personal level. Notably in order to create a psychologically safe environment trust plays an indispensable role and is regarded as a precursor of psychological safety (Zhang *et al.*, 2010). A work environment build on trust leads to favourable and successful working conditions.

According to Maslow (1945) Psychological safety is *“a kind of feeling of confidence, safety and freedom detachment out fear and anxiety, in particular, it contains the feeling a person meet current and future needs”*.

Schein and Bennis (1965) defines it as a group phenomenon that reduces interpersonal risk i.e., psychological safety reduces *“a person’s anxiety about being*

*basically accepted and worthwhile*”, recognising the importance of psychological safety in relation to uncertainty and change.

According to Kahn (1990), Psychological safety is the ability to display and engage oneself without fear of negative identity, reputation, or career repercussions.

According to Brown and Leigh (1996), When employees see their working environment to be help to their well-being, we call it psychological safety. Further, psychological safety refers to the fact that the employees are aware of their freedom to prove themselves by not worrying about the failures.

Amy Edmondson (1999) defined it as a collaborative belief held by members of a team that the team is safe for interpersonal risk-taking.

According to Baer and Frese (2003), Psychological safety is described as “*A formal and informal organization management practises and procedures, guide and support an open atmosphere and trustworthy in the work environment*”.

According to Tynan (2005), “*Psychological safety is divided into self psychological safety (self-perception of others is safe) and others psychological security (communicating with others feel that they are safe)*”.

Clark (2020) describes psychological safety “*as a condition in which one feels included, safe to learn, safe to contribute, and safe to challenge the status quo, without fear of being embarrassed, marginalized or punished in some way*”.

### **2.1.3 INNOVATIVE WORK BEHAVIOUR**

The earlier work of Scott and Bruce (1994,1998) are credited with originating the concept of Innovative work behaviour and since then the literature on this concept has grown significantly. The study threw light on the different antecedants of innovative work behaviour such as support for newness, managerial role expectancy, career stage and

orderly problem solving style. Since then the concept is gaining widespread popularity because of its positive outcome for the organization. A work environment exhibiting innovative work behaviour fosters new and innovative business ideas as well as, exploration of new opportunities and solutions for improving organizational performance.(Scott and Bruce, 1994)

Different researches have explained innovative work behaviour but the most accepted definition has been proposed by Janssen (2000) where innovative work behaviour means “*the behavior of employees to create, introduce, and apply new ideas intentionally at work, within a group or an organization with the intention of contributing to performance*”.

West and Farr (1989) defined innovative work behaviour as “*an employee’s action directed at the generation, application and implementation of novelty ideas, products, and methods to his or her job position, departmental unit, or organization*”.

Innovative work behaviour may be defined as “*the individual’s behaviour to achieve the initiation and intentional introduction (within a work role, group or organization) of new and useful ideas, processes, products and procedures*” (Farr and Ford, 1990)

Scott and Bruce (1994) refer to innovative work behavior as “*a complex behavior consisting of the generation, introduction, or application of novel appropriate ideas, processes, and solutions*”.

Innovative behavior is defined as “*a broad set of activities involving the creation and implementation of concepts and products new to an organization*” (Basu and Green, 1997)

Innovative work behaviour is defined “*as the intentional generation, promotion and realization of new ideas within a work role, a work group or an organization*” (Janssen, 2003)

Dorenbosch *et al.*, (2005) defined “*innovative work behavior concerns the willingness by individual employees to constitute on-the-job innovations*”.

Carmeli *et al.*, (2006) defined it as “*a multiple-stage process in which an individual recognizes a problem for which she or he generates new (novel or adopted) ideas and solutions, works to promote and build support for them, and produces an applicable prototype or model for the use and benefit of the organization or parts within it*”.

Innovative work behaviour was defined by De Jong (2006) as Individuals' traits, aimed toward the emergence and deliberate introduction of novel ideas, processes, products, or procedures within a work role, team, or organisation.

De Jong and Den Hartog (2007) defined innovative work behaviour as “*a series of behaviors concerning the introduction of new ideas that are significant and beneficial for development and execution with the objective of improving employee performance and organizational performance*”.

According to Yuan and Woodman (2010), innovative work behaviour is the development, adoption and implementation of new ideas for products, technologies and work methods by employees.

According to Messmann *et al.*, (2010), innovative work behaviour is defined “*as the sum of all work activities carried out by individuals during an innovation process*”.

An individual’s innovative work behaviour is defined “*as behaviour that aims to develop novel and improved approaches to existing products, processes and practices*” (Anderson *et al.*, 2014).

Escriba-Carda *et al.*, (2017) defined it as “*The ability of individuals to generate new ideas and viewpoints which are subsequently transformed into innovation*”.

Bawuro *et al.*, (2019) defined innovative work behaviour as “*a deliberate approach of employees towards the realization of organizational goals and objectives through the*

*creation, managing, and implementation of novel ideas that will help give the organization competitive advantage and ensure sustainability”.*

Siregar *et al.*, (2019) defined it as “*an individual behavior that intentionally introduces new and useful ideas, work processes, products and procedures in the workplace and in the context of modern work”.*

#### **2.1.4 THRIVING AT WORK**

Interest in thriving has been originally popularised by Maslow’s work. It was based on clinical experiences and pointed out that there are at least five set of goals that are referred as basic needs (Maslow, 1943). These needs are interconnected with each other and are being structured in a prepotency hierarchy. This suggests that lower level requirements in the hierarchy must be substantially fulfilled before higher needs are met. However, the construct of thriving at work gained considerable attention with the work of Spreitzer *et al.*, (2005) who conceived a socially embedded model of thriving at work that highlights the social embeddedness of thriving employees. This model promotes an optimistic organizational scholarship approach for maintaining organizational reliability and effectiveness by fostering the development of healthy, high performing and dedicated personnel. Spreitzer *et al.*, (2005) emphasized on both affective and cognitive dimensions suggesting that, it consists of two elements namely learning and vitality. Learning means obtaining and applying new knowledge and abilities whereas vitality means exhibiting positive and energetic feelings at work settings (Spreitzer *et al.*, 2005).

Workplace thriving plays a notable role in employee’s employment and occupation and is an important determinant in determining life quality (Zhai *et al.*, 2020). It relates to a person’s psychological state of mind and transfers positive results for employees by reducing or eliminating forces that hinders a persons’ growth and well being. Thriving employees proactively look for new opportunities and work in order to achieve them.

Spreitzer *et al.*, (2005) explained thriving at work (TAW) as a psychological state composed of “*a sense of learning (greater understanding and knowledge) and a sense of vitality (aliveness)*”

Porath *et al.*, (2012) defined thriving at work as, “a favourable and positive psychological condition in which employees experience both a sense of vitality and learning”.

According to Abid *et al.*, (2016), “*Thriving at work is a means to sustainability and organizational effectiveness through healthy, high performing, and committed employees*”.

Zhai *et al.*, (2020) defined thriving at work as “*a personal resource that takes place through the combination of feeling energetic and learned, and perceived organizational support encourages employees to generate cognitive (learning) and affective (vitality) resources*”.

Na-Nan *et al.*, (2020) defined thriving at work as, “*a mental status of people to perceive growth, work achievement and enthusiasm, or as positive behaviours in a psychological state to perform responsibility with the highest effectiveness*”.

Peters *et al.*, (2021) defines thriving from work as, “*the state of positive mental, physical, and social functioning in which workers’ experiences of their work and working conditions enable them to thrive in their overall lives, contributing to their ability to achieve their full potential in their work, home, and community*”.

Chalermthanakijkosol and Joungrakul defined that thriving at work is “*a psychological aspect of people to their jobs, determining by their incentives which drive them to work or behave to achieve their desired progress*”.

## **2.2 HYPOTHESIS DEVELOPMENT**

### **2.2.1 INCLUSIVE LEADERSHIP AND INNOVATIVE WORK BEHAVIOUR**

**Siyal *et al.*, (2021)** carried out a study on 320 employees working in R&D organisations at China, to investigate how inclusive leadership promotes innovative work behavior and creativity through the mediating role of intrinsic motivation. Partial least squares structural equation modeling (PLS-SEM) path modeling was used to test the model. The findings highlighted that inclusive leadership has a favourable influence on innovative work behaviour and creativity, with intrinsic motivation mediating the link.

**Mansoor *et al.*, (2021)** conducted a study to determine the factors that promotes inclusive leadership and their impact on innovative work behaviour, employing employee engagement as a mediator. A sample of 116 IT participants from Pakistan were involved for collecting data and structural equation modeling technique through Smart PLS version 3 was used to test the hypothesis. The study revealed that there exists a positive relationship of inclusive leadership on innovative work behavior with employee engagement acting as a mediating variable.

**Shakil *et al.*, (2021)** attempted to study the impact of inclusive leadership on innovative work behaviour, with job autonomy serving as a mediating factor. Sample was collected from 226 employees of 15 private healthcare institutions operating in Bangladesh on which PLS-SEM using Smart PLS 3.0 was used to examine the relationships. The findings exhibited a positive association between inclusive leadership, job autonomy, and innovative work behavior, with inclusive leadership serving as a predictor of both job autonomy and innovative work behavior.

**Mansoor *et al.*, (2021)** studied the influence of inclusive leadership in encouraging innovative work behaviour via psychological safety. To test the relationship partial least

square (PLS) path modeling technique was used on a data of 217 employees working in different banks at Pakistan. The findings showed a favourable relationship between inclusive leadership and innovative work behaviour, with psychological safety acting as a mediating factor.

Using psychological safety and creative self efficacy as mediating variables and innovation rewards as moderating variables, **Wang et al., (2021)** attempted to investigate the impact of inclusive leadership on employee innovative behaviour with a sample of 418 employees from the manufacturing industry in China. The study revealed that inclusive leadership has a significant impact on employee innovative behaviour, with psychological safety and creative self efficacy serving as mediating factors, with the latter having a smaller effect. Furthermore, through the mediating variables, innovation rewards favourably impacted the indirect effect of inclusive leadership on employee innovative behaviour. Data analysis was done with SPSS 25.0, Mplus 7.4 and structural equation modeling. To test the hypothesis regression and bias corrected bootstrapping was performed.

**Javed et al., (2021)** sought to investigate the link between inclusive leadership and innovative work behaviour, as well as the role of creative self efficacy as an intervening factor. To test the relationships data from 150 small and medium textile enterprise employees from Pakistan was used and structural equation modeling was performed. The study revealed that inclusive leadership had a beneficial impact on innovative work behaviour, with creative self efficacy serving as a mediating factor. Furthermore, it recommended that HR managers should focus on hiring leaders possessing the characteristics of openness, availability and accessibility.

**Bannay et al., (2020)** intended to explore the influence of inclusive leadership on innovative work behaviour through the mediating function of work engagement by improving employee energy, devotion, and absorption. For the purpose of the study data

were collected from 150 respondents working in mobile phone companies at Southern and Central Iraq and Smart PLS software were used to examine the relationships. According to the findings, inclusive leadership and work engagement were both linked to innovative work behaviour. with work engagement playing an intervening role between the two.

**Fang *et al.*, (2019)**, made an attempt to explore the influence of inclusive leadership on innovative work behavior with psychological capital acting as an intermediary variable. Using a data of 351 enterprise employees working at different organization at China and applying correlation and regression analysis the study found that inclusive leadership is significantly and positively associated to employees innovative behavior through the mediation effect of psychological capital.

**Javed *et al.*, (2019)** intended to investigate the association between inclusive leadership and innovative work behavior with psychological empowerment acting as a mediating variable. 390 employees in the IT and Cargo sectors within the UK and Canada regions were surveyed for the purpose and Harman single factor analysis was used to check the presence of common method variance. According to the findings, inclusive leadership was both directly and indirectly connected to innovative work behaviour through psychological empowerment.

**Wang *et al.*, (2019)** carried out a study to examine the relationship of work engagement and innovative behaviour with the mediating role of inclusive leadership. Data was collected from 374 hospital head nurses in China. To test the hypothesis Pearson's correlation coefficient was used. Additionally, multiple linear regression analysis was used to investigate the components that influence innovative behaviour. Model 4 of Hayes's (2013) PROCESS macro and Bootstrap approach were used to investigate the mediating influence of inclusive leadership on work engagement and innovative behaviour. The findings

demonstrated that inclusive leadership was associated to innovative behaviour and work engagement. In addition, work engagement was correlated to innovative behaviour.

**Javed *et al.*, (2019)** investigated the role of inclusive leadership as a determinant of innovative work behaviour, with psychological safety acting as a mediating variable. Data was collected from 360 supervisors-subordinates dyads working in textile industry in Pakistan and structural equation modeling using LISREL 8.80 was used for confirmatory analysis. The study highlighted that inclusive leadership has a favourable relationship with innovative work behaviour, and psychological safety mediates this relationship.

**Javed *et al.*, (2018)** Using a sample of 150 supervisors-subordinate dyads from small capitalized firms at Pakistan the authors intended to examine the association between inclusive leadership on innovative work behavior with leader member exchange partially mediating the relationship. To test the hypothesis and justify the model, confirmatory factor analysis was used. The findings indicate that inclusive leadership is associated with innovative work behaviour, and that the link is partially mediated by leader-member exchange.

**Choi *et al.*, (2017)** carried out a study to investigate the impact of inclusive leadership on employee well-being and innovative behaviour, with the mediating function of person-job fit. Employing 207 employees from five telecommunications businesses in Vietnam as a sample and using Harman's single factor to assess common method bias, the study revealed that there exists a positive association of inclusive leadership on employee well-being. Furthermore, the reliability of the variables was tested using Cronbach's alpha.

Inclusive leadership motivates employees to strive for innovative behaviour due to the characteristics of inclusions exhibited by leaders. It helps in influencing employees to manifest positive outcomes making them more committed to work. Taking cue from

previous studies (Siyal *et al.*, 2021; Mansoor *et al.*, 2021) it can be hypothesized that inclusive leadership is positively associated with Innovative work behaviour.

### **2.2.2 INCLUSIVE LEADERSHIP AND THRIVING AT WORK**

**Fang *et al.*, (2021)** carried out a study to analyse the impact of inclusive leadership on career sustainability and the mediating roles of thriving at work and supervisor developmental feedback (SDF) on the same. A total of 363 employees of different companies and industries at China were considered for the study on which Smart PLS 3.3.3 package was used to test the hypothesis. The study unveiled that inclusive leadership has a positive effect on career sustainability through supervisor developmental feedback and thriving at work. Additionally it also widens the application of inclusiveness and sustainability from organizational behavior perspective.

**Zeng *et al.*, (2020)** investigated the association between inclusive leadership on taking charge behavior with psychological safety and thriving at work acting as a intermediary variable. Data were collected from 205 pairs of employees and their supervisors from 17 companies at China. To examine the validity of the hypothesis structural equation modeling was used for confirmatory factor analysis.

Based on the previous studies which establishes a theoretical framework that enables learning and growth of employees within an organization, with the inclusion of supportive leadership style i.e., inclusive leadership, it can be hypothesized that inclusive leadership is positively associated with thriving at work.

## **2.2.3 PSYCHOLOGICAL SAFETY AS A MEDIATOR**

### **2.2.3.1 INCLUSIVE LEADERSHIP AND PSYCHOLOGICAL SAFETY**

**Wang and Shi (2021)** made an attempt to study the impact of inclusive leadership on employees pro-social rule breaking through the mediating role of psychological safety and leadership identification while leader-member exchange acted as a moderating variable. To test the hypothesis SPSS 21.0 and Mplus 7.0 was used on a data of 303 employees of service companies and hospital in China. The results revealed that inclusive leadership has a significant positive impact on pro-social rule breaking. Furthermore, the study highlighted that there is no significant effect of the mediating variables and leader-member exchange moderates the indirect effect of inclusive leadership on pro-social rule breaking through psychological safety.

**Du et al., (2021)** carried out a study to examine on whether, how and when team faultiness affect work engagement among employees where psychological safety and inclusive leadership acted as mediator and moderator. To test the hypothesis, the data from 337 hotel frontline employees at China was considered in which confirmatory factor analysis was conducted to assess the validity and hierarchical linear modelling with Mplus version 7.4. The study revealed that team faultiness negatively influenced work engagement of frontline employees, where the psychological safety played a mediating role and inclusive leadership moderated the indirect relationship between the two via psychological safety.

**Ahmed et al., (2021)** made an attempt to explore whether inclusive leadership affects psychological distress with the mediation effect on psychological safety. A sample of 405 nurses at five hospitals at China was considered for the study. To test the hypothesis and analyse data PLS-SEM was used. The results indicated that inclusive Leadership has a

notable inverse causal relationship on psychological distress and a positive significant relationship on psychological safety.

**Lee and Dahinten (2021)** Using a sample of 526 nurses from the medical/surgical units of a General hospital in South Korea, the author tried to examine whether inclusive Leadership has an effect on nurse's voice behaviors and error reporting with psychological safety acting as a mediator. To examine the relationship we used model 4 of Hayes PROCESS Macro in SPSS. The result revealed that there is direct and indirect effects of Inclusive leadership on voice behaviors and error reporting via psychological safety.

**Hassan and Jiang (2021)** made an attempt to examine how inclusive leadership exhibited by law enforcement managers can enhance workgroup performance with the mediating role of workgroup psychological safety and workgroup learning. For this purpose multisource survey data was collected from 104 law enforcement managers, 530 of their subordinates and 104 of the managers direct supervisors at Public safety leadership Academy. To assess the construct validity of items, confirmatory factor analysis was prepared. The results revealed that law enforcement workgroup characterized by higher psychological safety are more likely to engage in learning activities. Higher learning thereby increases workgroup performance.

**Zhao et al., (2020)** conducted a study to explore the impact of inclusive leadership on psychological distress with psychological safety acting as a mediator. For the purpose of the study sample was collected from 451 on duty registered nurses from 5 hospitals at China. To analyse data Smart PLS software Version 3.2.9 and PLS-SEM was used. The results highlighted that inclusive leadership had a considerable inverse connection with psychological distress. Furthermore, the association between the two was mediated by psychological safety.

**Younas *et al.*, (2020)** carried out a study to explore the relationship of inclusive leadership on change oriented organizational citizenship behavior with the mediating role of psychological safety. To test hypothesis, the data was gathered from 296 supervisor-subordinate dyads from small and medium sized enterprise at Pakistan and SPSS and AMOS were applied for statistical analysis. The results revealed that there exists a positive relationship between inclusive leadership and change oriented organizational citizenship behavior with the application of psychological safety as a mediating variable.

**Khan *et al.*, (2020)** in his study investigated the association between inclusive leadership and project success, with the mediating influence of psychological empowerment and psychological safety . For the purpose of the study, Data was collected from 328 employees from IT sector in Pakistan .The results revealed that inclusive leadership leads to an increase in project success both directly and indirectly through the intermediary role of psychological empowerment and psychological safety. To test the hypothesis, structural equation modelling was used. Preceding to that, confirmatory factor analysis was carried out to verify the model.

**Carmeli *et al.*, (2010)** conducted a study to examine how inclusive leadership has a positive impact on employee creativity with the mediation effect of psychological safety. Using a sample of 150 employees employed in R&D units and applying structural equation modeling to test the model, the findings revealed that inclusive leadership is linked to psychological safety, which encourages employees to participate in creative activity.

Inclusive Leadership makes employees feel more empowered to incorporate novel ideas without the fear of facing negative consequences. It respects employees self worth which further enhances positive outcomes. Based on the above propositions it can be hypothesized that inclusive leadership is positively associated with psychological safety.

### **2.2.3.2 PSYCHOLOGICAL SAFETY AND THRIVING AT WORK**

**Yang *et al.*, (2019)** Using a sample of 139 supervisor employee dyads of high tech industries at China, the researchers tried to investigate the role of paradoxical leader behavior on employee creativity where thriving at work and psychological safety acted as a mediating and moderating variable respectively. To analyse the relationships SPSS 22.0 statistical software was used. Additionally mediating and moderating effect was examined through hierarchical regression analysis. The study revealed that paradoxical leader behavior has positive effect on employee creativity with the mediating effect of thriving at work. Furthermore, psychological safety enhances the relationship between thriving at work and employee creativity i.e., a workplace embedded with greater psychological safety will lead to employees exhibiting higher thriving at work and employee creativity.

Drawing clues from previous studies, which have underlined the coexistence of psychological safety in maintaining harmonious interpersonal bonds leading to increase in learning and vitality, it can be hypothesized that psychological safety is positively associated with thriving at work.

### **2.2.3.3 PSYCHOLOGICAL SAFETY AND INNOVATIVE WORK BEHAVIOUR**

**Chughtai (2020)** performed a study to investigate the link between trust propensity and two job performance measures, namely, in role performance and innovative work behaviour with the intermediary role of psychological safety and affective commitment. For the purpose of the study, the data was collected from 238 primary and secondary school teachers at Pakistan. To test the research hypothesis structural equation modelling using LISREL 8.80 was used. The study showed that trust propensity and in role performance was fully mediated by psychological safety and affective commitment. Furthermore, the effects

of trust propensity on innovative work behaviour were partially mediated by the two mediating factors.

**Iqbal *et al.*, (2020)** conducted a study to explore the role of servant leadership on employees' innovative behaviour, with psychological safety and thriving working as mediating variables. For the purpose of the study, data was collected from 347 employees of large size IT companies at Pakistan and PLS-SEM technique was used for data analysis. Furthermore to test the hypothesis Smart PLS 3 version 3.2.8 software was used. The finding revealed that servant leadership has direct and positive relationship with employees innovative behavior and psychological safety and Thriving mediated the relationship.

**Iqbal *et al.*, (2020)** Using a sample of 343 employees of Information Technology service firms at Pakistan, the researcher attempted to investigate the association between entrepreneurial leadership and innovative behaviour, using affective commitment, creative self-efficacy, and psychological safety as mediators. To test the hypothesis, Smart PLS 3 (Version 3.3.2) software and PLS-SEM technique was used. The study unveiled that entrepreneurial leadership is positively related to innovative behavior and affective commitment, creative self efficacy and psychological safety mediates this relationship.

A psychologically safe work environment sows the seeds of innovation among employees, leading to productive results. Drawing cues from earlier literature (Chughtai, 2020; Iqbal *et al.*, 2020) it can be hypothesized that inclusion of psychological safety within an organization leads to employees exhibiting innovative work behaviour.

**TABLE 1- SUMMARY OF RELATED WORKS**

<b>Sl. No.</b>	<b>Authors(Year)</b>	<b>IV</b>	<b>DV</b>	<b>Mediator</b>	<b>Moderator</b>	<b>Sample size, Respondents and country</b>	<b>Theory</b>
1	Siyal <i>et al.</i> , (2021)	Inclusive leadership	1.Innovative work behaviour 2. Employee creativity	Intrinsic motivation	–	320 employees of R&D organization at China	Social exchange theory
2	Mansoor <i>et al.</i> , (2021)	Inclusive leadership	Innovative work behaviour	Employee engagement	–	116 IT sector employee at Pakistan	Social exchange theory
3	Shakil <i>et al.</i> , (2021)	Inclusive leadership	Innovative work behaviour	Job autonomy	–	226 Private health care institutions at Bangladesh	Social exchange theory

4	Mansoor <i>et al.</i> , (2021)	Inclusive leadership	Innovative work behaviour	Psychological safety	–	217 banking employees at Pakistan	Leader member exchange theory
5	Wang <i>et al.</i> , (2021)	Inclusive leadership	Employee innovative behaviour	1. Psychological safety. 2. Creative self efficacy	–	418 manufacturing industry employees at China	1. Social cognitive theory. 2. Motivation theory
6	Ahmed <i>et al.</i> , (2021)	Inclusive leadership	Psychological distress	Psychological safety	–	405 nurses at 5 hospitals in China	1. JD resource theory. 2. Theory of shattered assumptions
7	Lee and Dahinten <i>et al.</i> , (2021)	Inclusive leadership	1. Voice behaviors. 2. Error reporting	Psychological safety	–	526 nurses from medical/surgical units from South Korea	–

8	Du <i>et al.</i> , (2021)	Team faultiness	Work engagement	Psychological safety	Inclusive leadership	337 hotel frontline employees at China	1. Social identity theory. 2. Optimal distinctiveness theory
9	Hassan and Jiang (2021)	Inclusive leadership	Workgroup performance	Workgroup psychological safety	–	104 Law enforcement managers, 530 subordinates and 104 supervisors at Public safety Leadership Academy in USA	Social identity theory
10	Javed <i>et al.</i> , (2021)	Inclusive leadership	Innovative work behaviour	Creative self efficacy	–	150 small and medium textile industry employees at Pakistan	Self efficacy theory
11	Wang and Shi (2021)	Inclusive leadership	Pro social rule breaking	1. Psychological safety. 2. Leadership identification	Leader member exchange	303 employees of service companies and hospitals at China	–

12	Fang <i>et al.</i> , (2021)	Inclusive leadership	Career sustainability	1. Thriving at work. 2. Supervisor developmental feedback	–	363 employees of different companies and industries at China	1. Self determination theory. 2. Social exchange theory
13	Iqbal <i>et al.</i> , (2020)	Entrepreneurial leadership	Innovative behavior	1. Affective commitment 2. Creative self efficacy. 3. Psychological safety	–	343 employees of IT service firms at Pakistan	Entrepreneurial theory
14	Iqbal <i>et al.</i> , (2020)	Servant leadership	Employee innovative behavior	1. Psychological safety. 2. Thriving	–	347 employees of large size IT companies at Pakistan	Social exchange theory
15	Zhao <i>et al.</i> , (2020)	Inclusive leadership	Psychological distress	Psychological safety	–	451 on duty registered nurses at China	1. JD-R theory. 2. Theory of shattered assumptions

16	Chughtai (2020)	Trust propensity	1. In role performance. 2. Innovative work behaviour	1. Psychological safety. 2. Affective commitment	–	238 primary and secondary school teachers at Pakistan	–
17	Khan <i>et al.</i> , (2020)	Inclusive leadership	Project success	1. Psychological empowerment. 2. Psychological safety	–	328 employees from IT sector in Pakistan	Leader- member exchange theory
18	Younas <i>et al.</i> , (2020)	Inclusive leadership	Organizational citizenship behavior	Psychological safety	–	296 supervisor- subordinate dyads from small and medium sized enterprise at Pakistan	Causal attribution theory
19	Zeng <i>et al.</i> , (2020)	Inclusive leadership	Taking charge behaviour	1. Psychological safety. 2. Thriving at work	–	205 employees and their supervisors from 17 companies at China	1. Self determination theory. 2. Social information processing theory

20	Bannay <i>et al.</i> , (2020)	Inclusive leadership	Innovative work behaviour	Work engagement	–	150 employees of mobile phone companies of Southern and central Iraq	–
21	Fang <i>et al.</i> , (2019)	Inclusive leadership	Innovative work behaviour	Psychological capital	–	351 enterprise employees at China	–
22	Yang <i>et al.</i> , (2019)	Paradoxical leader behavior	Employee creativity	Thriving at work	Psychological safety	139 supervisor-employee dyads of high tech industries at China	Self determination theory
23	Javed <i>et al.</i> , (2019)	Inclusive leadership	Innovative work behaviour	Psychological empowerment	–	390 IT and cargo sector employees at UK and Canada	Cognitive evaluation theory
24	Wang <i>et al.</i> , (2019)	Work engagement	Innovative behaviour	Inclusive leadership	–	374 head nurses at China	–
25	Javed <i>et al.</i> , (2019)	Inclusive leadership	Innovative work behaviour	Psychological safety	–	360 Supervisor-subordinate dyads in textile industry at Pakistan	Leader member exchange theory

26	Javed <i>et al.</i> , (2018)	Inclusive leadership	Innovative work behaviour	Leader-member exchange	–	150 supervisor-subordinate dyads from small capitalized firms	Leader member exchange theory
27	Choi <i>et al.</i> , (2017)	Inclusive leadership	1. Innovative behavior 2. Employee well being	Person job fit	–	207 employees from telecommunication companies at Vietnam	Leader member exchange theory
28	Carmeli <i>et al.</i> , (2010)	Inclusive leadership	Employee creativity	Psychological safety	–	150 employees employed in R&D units	–

## **2.3 THEORITICAL FOUNDATIONS**

To spell out the linkages between relationships, numerous theories are drawn from available literature primarily in the domain of organizational behaviour.

### **2.3.1 Social Exchange theory**

Social exchange theory (Homans, 1958) posits that individuals plunges into and nurtures an interaction in order to optimize benefits and minimize costs associated with it. In accordance to Blau (1964) studies, the key tenet of this theory is grounded on focussing predominantly on standards that yields maximum benefits. It suggests that when employees get a feeling of assistance from their superiors, they develop a reciprocal relationship of paying back leading to greater level of output. Notably, Social exchange theory helps employees to take inspiration and repay back to the organizations through performing tasks and strengthening interpersonal relationships within work setting. This concerns not only with management and employees but also from employees to other members (Ancarani *et al.*, 2017). Shakil *et al.*, (2021) underlined that when an employee obtains the desired inclusion, consent and resources it motivates them to produce innovative ideas. In the same vein, Mansoor *et al.*, (2021) considered value examining the collaborative relationship between workers and their leaders in stimulating novel ideas.

### **2.3.2 Leader-member Exchange theory**

Leader member exchange theory (Dansereau *et al.*, 1975) emphasizes on the quality of interaction between a supervisor and his or her subordinates. This approach recognizes the emergence of quality association which is build by trust, respect, support, contentedness for job and proposes that both leaders and subordinates contribute in maintaining positive relationships leading to organizational outcomes. Studies conducted by Javed *et al.*,(2019) highlights the need of developing a supportive behaviour by leaders which helps in

employees experiencing greater self worth leading to generation of innovative behaviour. Likewise, Choi *et al.*, (2017) emphasized the need for instilling strong interrelationship between followers and leaders which can generate positive work related outcomes.

### 2.3.3 Self Efficacy Theory

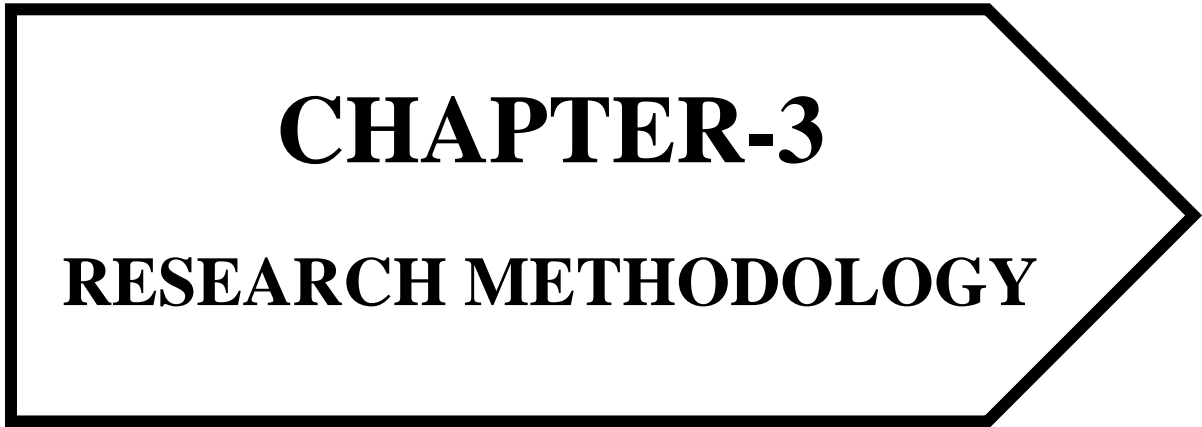
Self Efficacy Theory (Bandura, 1977) asserts that people feel contended when they think that their behaviours can affect the outcome of a situation which pushes them to act, think and feel differently. In other words, it is a person's trust in his/her ability to thrive in a given situation. Individuals with high self efficacy possess numerous benefits like resilience from distress and depression, exhaustion, anxiety and so on. Taking cue from Javed *et al.*,(2021) a higher level of self efficacy increases an employee self confidence which is linked with positive outcomes like resilience to adversity and anxiety, enhanced employee performance and so on.

## 2.4 CONCEPTUAL MODEL

Drawing from the roots of leader member exchange theory, leadership depends on the quality of exchange relationship between superiors and subordinates. A strong interaction characterised with trust, consensus and mutual learning helps in developing positive relationship leading to greater organizational outcomes. In the context of inclusive leadership, when leaders cultivate high quality associations with their followers giving greater autonomy, employees tend to be more inclined in initiating innovative behaviour and experiencing greater state of thriving at work. The conceptual model of the presented study is shown in figure 1.



Figure 1



**CHAPTER-3**  
**RESEARCH METHODOLOGY**

## **CHAPTER 3 : RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

Research methodology includes a systematic way of how the research is to be carried out. Essentially, it includes the procedures by which the researcher describes, explains and predicts a phenomena. The basic premise of research methodology is that it outlines the research method employed in the study and the logic behind selection of those method so that research findings are evaluated.

This chapter comprises of the research methodology that has been employed in the study. Section 3.1 introduces with the chapter followed by Section 3.2 which describes the objectives of the study which acts as a foundation for selecting the appropriate methodology suited for this study. Section 3.3 spells out the hypothesis which is framed in consensus with our objectives and research questions. Section 3.4 elaborates the measurement part which forms as a basis for questionnaire development followed by Section 3.5 which highlights the time period used in this study. The next section i.e., 3.6 elaborates the Research design i.e. an overall blueprint of the methods and techniques used in the study. It includes Sampling technique, sample size and its determination, sampling unit, pilot study and statistical tools that were used in the study.

### **3.2 OBJECTIVES**

1. To examine the relationship between inclusive leadership and thriving at work among employees.
2. To examine the relationship between inclusive leadership and innovative work behaviour.
3. To examine the mediating effect of psychological safety in the relationship between inclusive leadership and thriving at work among employees.

4. To examine the mediating effect of psychological safety in the relationship between inclusive leadership and innovative work behaviour among employees.

### **3.3 HYPOTHESIS**

1. H<sub>0</sub>: There is no significant relationship between inclusive leadership and thriving at work among employees.

H<sub>1</sub>: There is a significant relationship between inclusive leadership and thriving at work among employees.

2. H<sub>0</sub>: There is no significant relationship between inclusive leadership and innovative work behaviour among employees.

H<sub>1</sub>: There is a significant relationship between inclusive leadership and innovative work behaviour among employees.

3. H<sub>0</sub>: Psychological safety does not mediate the relationship between inclusive leadership and thriving at work among employees.

H<sub>1</sub>: Psychological safety mediates the relationship between inclusive leadership and thriving at work among employees.

4. H<sub>0</sub>: Psychological safety does not mediate the relationship between inclusive leadership and innovative work behaviour among employees.

H<sub>1</sub>: Psychological safety mediates the relationship between inclusive leadership and innovative work behaviour among employees.

### **3.4 MEASURES**

The variables used in the study were measured using the scales below. All questions were answered on five-point Likert scale (Likert, 1932).

### 1. Inclusive Leadership

A 9-item scale to measure inclusive leadership was adopted from Carmeli *et al.*, (2010). Sample items include “My manager is open to hearing new ideas” and “My manager is attentive to new opportunities”. The coefficient cronbach  $\alpha$  is 0.92.

### 2. Psychological safety

A 3-item scale to measure psychological safety was adopted from May *et al.*, (2004). Sample items include “I’m not afraid to be myself at work” and “I am afraid to express my opinions at work (r)”. The coefficient cronbach  $\alpha$  is 0.89.

### 3. Thriving at work

A 10-item scale to measure thriving at work was adopted from Porath *et al.*, (2012). The scale consists of two components of thriving at work i.e., Learning (5 items) and Vitality (5 items). Sample items include “I find myself learning often” and “I feel alive and vital”. The coefficient cronbach  $\alpha$  is 0.67.

### 4. Innovative work behaviour

A 10-item scale to measure innovative work behaviour was adopted from De Jong and Den Hartog, (2010). Sample items include “I pay attention to issues that are not part of my daily work” and “I wonder how things can be improved”. The coefficient cronbach  $\alpha$  is 0.92.

### **3.5 TIME PERIOD OF THE STUDY**

The total time frame of the study covered a period from January 2021 to December 2021 and data was collected from hotel industry employees at Guwahati over a period of one and half month i.e., 14<sup>th</sup> August 2021 to 28 September 2021.

### **3.6 RESEARCH DESIGN**

Research design is a framework within which a research is conducted. It acts as a blueprint for the collection, analysis and implication of data. This research employs descriptive cum causal research design since it is concerned with describing the characteristics of the respondents that are gathered with the help of survey and thereby explaining the direct and indirect relationship between variables.

#### **3.6.1. Sampling technique**

Sample selection is a method for making statistical inferences and estimating the characteristics of the entire population by focusing on a subset of the population. Researchers frequently employ a variety of sampling techniques in their work to gather useful findings since studying the entire population involves a cumbersome task and gets difficult due to time, money and other constraints.

The technique of selecting a sample are classified into- *Probability Sampling and Non-probability Sampling*. In Probability sampling, each item of the population has an equal chance of being included in the sample whereas under Non-probability Sampling only a selected item from the population are chosen by the researcher for constituting the sample. This study employs Non-probability sampling technique using purposive/ judgemental sampling considering the compatibility of the research objectives. The rationale behind selection of this sampling technique is because hotel employees from Guwahati were only selected and not their manager/ supervisor i.e., relying on our own judgement.

### 3.6.2. Sample size and its Determination

In this study, only those respondents were selected who were currently working at different hotels at Guwahati and data was collected using standardized close ended questionnaires. The mode of language used in the questionnaire was English but certain respondents required translation of certain questions in native language i.e., Assamese which was translated accordingly. The sample size is 380 and it has been calculated using Slovin's formula

$$n = \frac{N}{1 + Ne^2}$$

where,

n= Sample size

N= Total population

e= Error tolerance or probability of committing error in selecting a sample from the population.

Here,

N= 16000(Economic Survey 2017-18)

e= 5%

Confidence level= 95%

The proposed sample size was 376 but we could successfully collect data from 380 respondents.

### **3.6.3. Sampling Unit**

Sampling unit refers to the individual unit of the population which make up a sample. The sampling unit of this study included employees of different hotels at Guwahati.

### **3.6.4. Pilot study**

A pilot study is a small scaled study that establishes the feasibility of a full study .Conducting a pilot study helps to ascertain whether the proposed methodology is appropriate or not.

A pilot study was conducted before the main study. Following the work of Connelly,(2008) the total number of respondents selected for the pilot study were 40 as it represented 10% of the projected total sample size. The respondents included hotel industry employees at Guwahati and data were collected mainly with the help of known references who had direct contact with the managers. In addition, some respondents were gathered after convincing the hotel managers regarding the purpose of the study and confidentiality of data shared.

### **3.6.5. Statistical tools used for analysis of data**

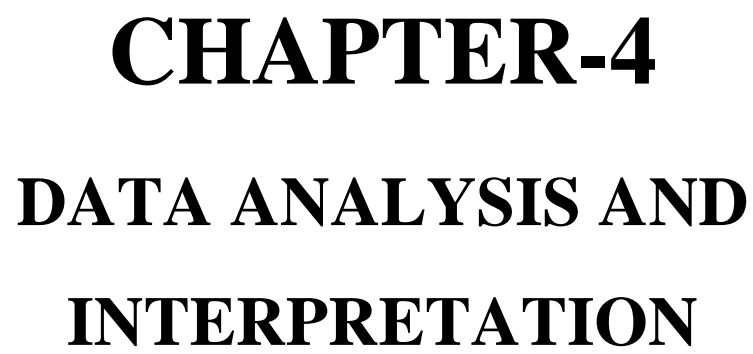
In this study various statistical tools were applied for analysis of data like mean, standard deviation, Correlation, Exploratory factor analysis, Partial least Squares Structural Equation modeling.

**Mean and Standard deviation-** In order to have a better ideas about the observations in the data set descriptive statistics were analysed which involved mean and standard deviation. Mean is the sum of all the values included in a data set divided by the number of values in the data set whereas Standard deviation is measure which depicts the amount of variation among the set of values.

**Correlation-** Correlation determines the degree in which two variable move in similar direction. When the variables move in same direction they are termed as having positive correlation and when they move in opposite direction they are said to have negative correlation. It was found that all the constructs were positively correlated with one another.

**Exploratory Factor Analysis-** Exploratory factor analysis is a technique which is used to identify the relationships between variables. The results highlighted the adequacy of all the items of different constructs. Furthermore, only two items of Innovative work behaviour were loaded below 0.7 indicating its inconsistency in measurement and thus it was subsequently dropped.

**Mediation Test using Partial Least Squares Structural Equation Modeling-** PLS-SEM is used to analyse the structural relationship between variables. It is also known as path analysis. The structural model of the study was tested using SMART PLS depicting the path analysis, direct and indirect effect among the study variables.



**CHAPTER-4**  
**DATA ANALYSIS AND**  
**INTERPRETATION**

## **CHAPTER 4 : DATA ANALYSIS AND INTERPRETATION**

**TABLE 2: DEMOGRAPHIC PROFILE OF RESPONDENTS**

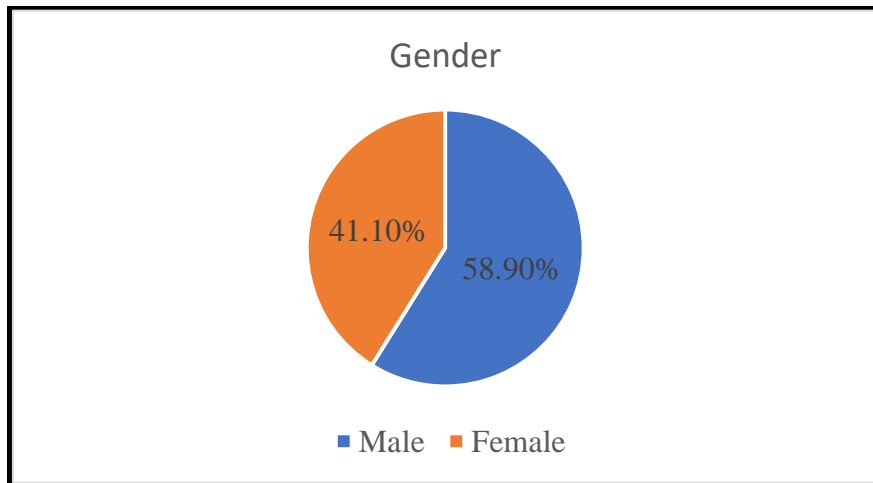
Profile	Item	Percentage
Gender	Male	58.9
	Female	41.1
Total work experience	Upto 5 years	66.3
	5-10 years	27.6
	More than 10 years	6.1
No. of years working in the present organisation	0-3 years	76.8
	4-7 years	20
	More than 7 years	3.2

Source: Survey Method

### **INTERPRETATION**

The demographic profile of respondents indicates that 58.9% of respondents were Male and 41.1% of respondents were Female. Furthermore, 66.3% of the respondents had a total work experience of upto 5 years, 27.6% had 5-10 years of work experience and 6.1% of the respondents had a work experience of more than 10 years. In addition 76.8% of the respondents had been working within 0-3 years in present organization, 20% of the respondents has been working within 4-7 years and 3.2% of the respondents has been working for more than 7 years in present organization.

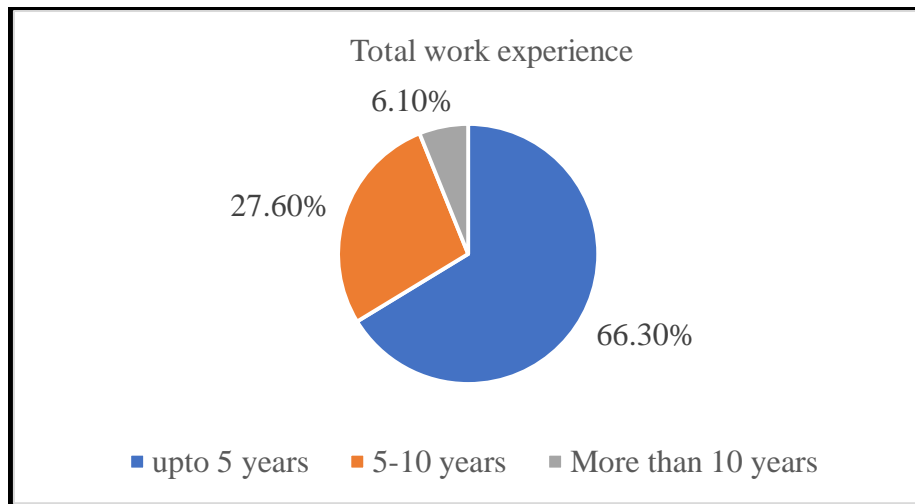
**FIGURE 2(a):** Diagrammatic representation of Gender



**INTERPRETATION**

It is evident from the above diagram that 58.9% of the respondents were Male and 41.1% of the respondents were Female.

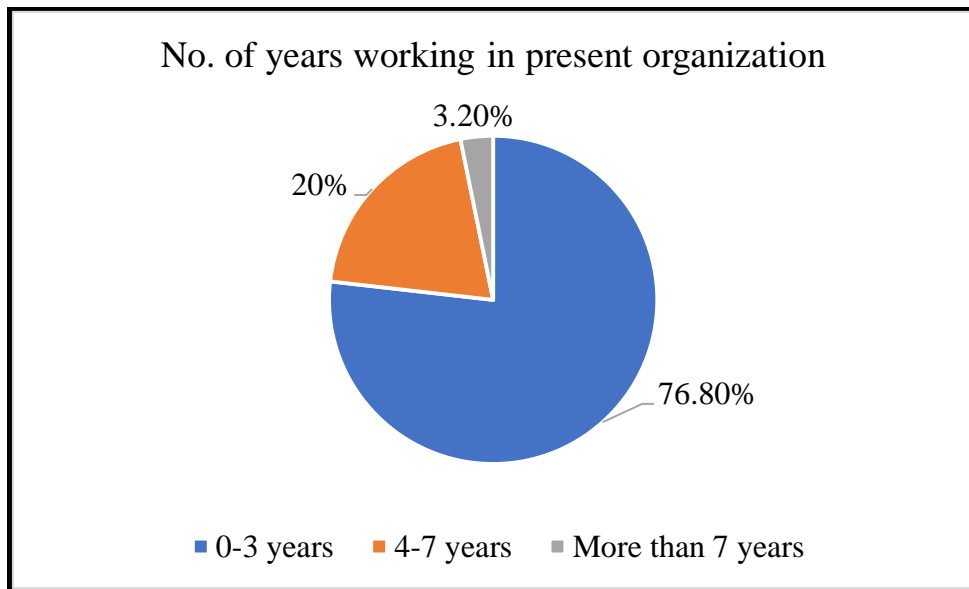
**FIGURE 2(b):** Diagrammatic representation of total work experience of respondents



**INTERPRETATION**

It is apparent from the above diagram that in terms of total work experience 66.3% of the respondents have an experience of upto 5 years. Furthermore 27.6% of the respondents have an experience of 5-10 years and 6.1% of the respondents have more than 10 years of experience.

**FIGURE 2(c):** Diagrammatic representation of No. of years working in present organization of respondents



**INTERPRETATION**

The above diagram indicates that 76.8% of the respondents have a work experience of 0-3 years in the organization they are currently working in. 20% of the respondents have an work experience of 4-7 years in present organization and 3.20% have an experience of more than 7 years in present organization.

**TABLE 3: RESPONDENTS OPINION WITH REGARD TO THEIR MANAGERS OPENNESS IN HEARING NEW IDEAS**

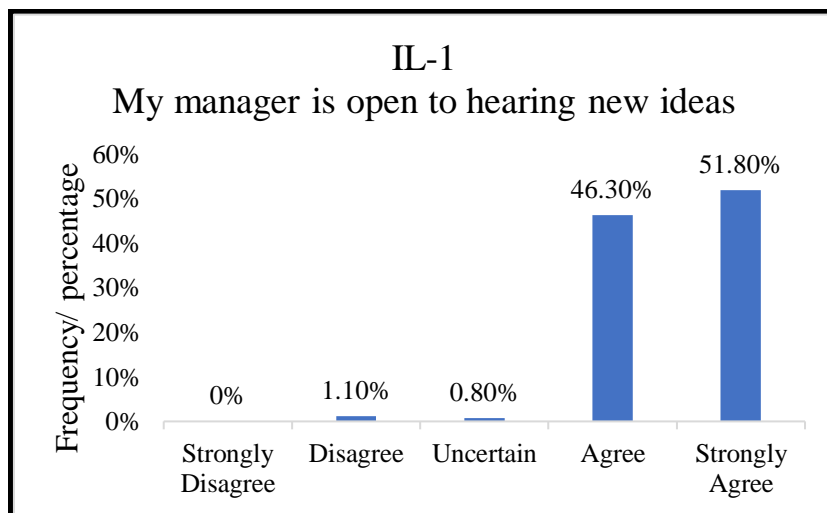
Opinion	Frequency	Percentage
Strongly disagree	0	0%
Disagree	4	1.10%
Uncertain	3	0.80%
Agree	176	46.30%
Strongly agree	197	51.80%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to their managers openness in hearing new ideas. It is found that 1.1% of the respondents disagree with the statement that their manager are not open in hearing new ideas and 0.80% are not sure of it. Furthermore, 46.30% of the respondents agree that their managers are open in hearing new ideas and 51.80% of respondents strongly and firmly believes on it.

**FIGURE 3: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO THEIR MANAGERS OPENNESS IN HEARING NEW IDEAS**



**TABLE 4: RESPONDENTS OPINION WITH REGARD TO THEIR MANAGERS ATTENTION TO NEW OPPORTUNITIES**

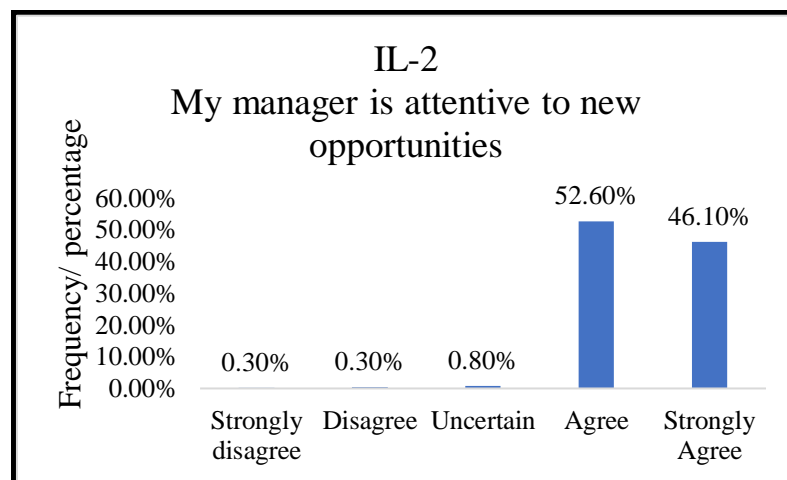
Opinion	Frequency	Percentage
Strongly disagree	1	0.30%
Disagree	1	0.30%
Uncertain	3	0.80%
Agree	200	52.60%
Strongly agree	175	46.10%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to their managers attention to new opportunities. The results highlight that 0.3% of the respondents strongly disagree with the statement. Additionally 0.3% of the respondents disagree with the statement and view that their managers doesn’t put attention to new opportunities. Furthermore, 0.8% of the respondents are unsure of the statement. Besides this, 52.6% of the respondents agree and 46.10% strongly agree that their managers do put attention to new opportunities.

**FIGURE 4: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO THEIR MANAGERS ATTENTION TO NEW OPPORTUNITIES**



**TABLE 5:** RESPONDENTS OPINION WITH REGARD TO THEIR MANAGER OPENNESS IN DISCUSSING THE DESIRED GOALS AND NEW WAYS TO ACHIEVE THEM

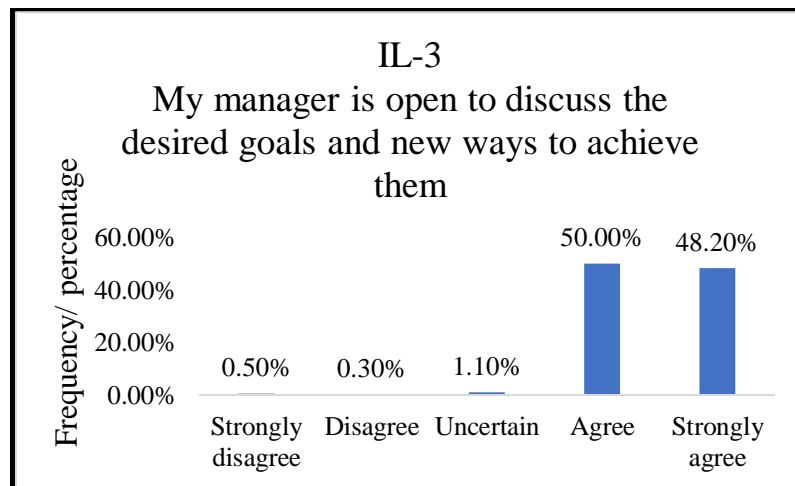
Opinion	Frequency	Percentage
Strongly disagree	2	0.50%
Disagree	1	0.30%
Uncertain	4	1.10%
Agree	190	50.00%
Strongly agree	183	48.20%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table reflects respondents opinion with regard to their managers openness in discussing the desired goals and new ways to achieve them. The results reveal that 0.5% of the respondents strongly disagree with the statement. Additionally 0.3% of the respondents disagree with the statement and view that their managers doesn’t have an open mindset in discussing desired goals and new ways to achieve them. Furthermore, 1.10% of the respondents were unsure of the statement. Besides this, 50% of the respondents agree and 48.20% strongly agree that their managers possess openness in discussing new goals and ways to achieve them.

**FIGURE 5:** PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO THEIR MANAGER OPENNESS IN DISCUSSING THE DESIRED GOALS AND NEW WAYS TO ACHIEVE THEM



**TABLE 6: RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS AVAILABLE FOR CONSULTATION ON PROBLEMS**

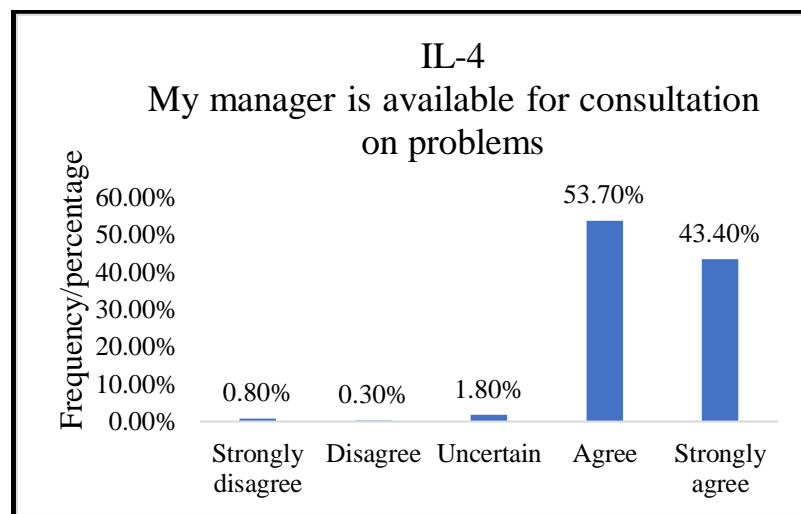
Opinion	Frequency	Percentage
Strongly disagree	3	0.80%
Disagree	1	0.30%
Uncertain	7	1.80%
Agree	204	53.70%
Strongly agree	165	43.40%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table illuminates respondents opinion with regard to whether their manager is available for consultation on problems or not. The results highlights that 0.8% of the respondents strongly disagree with the statement. Furthermore, 0.3% of the respondents disagree with the statement and view that their manager is not available for consultation on problems .In addition, 1.80% of the respondents were unsure of the statement. Besides this, 53.7% of the respondents agree and 43.40% strongly agree that their manager is available for consultation on problems.

**FIGURE 6: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS AVAILABLE FOR CONSULTATION ON PROBLEMS**



**TABLE 7: RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS READILY AVAILABLE OR NOT**

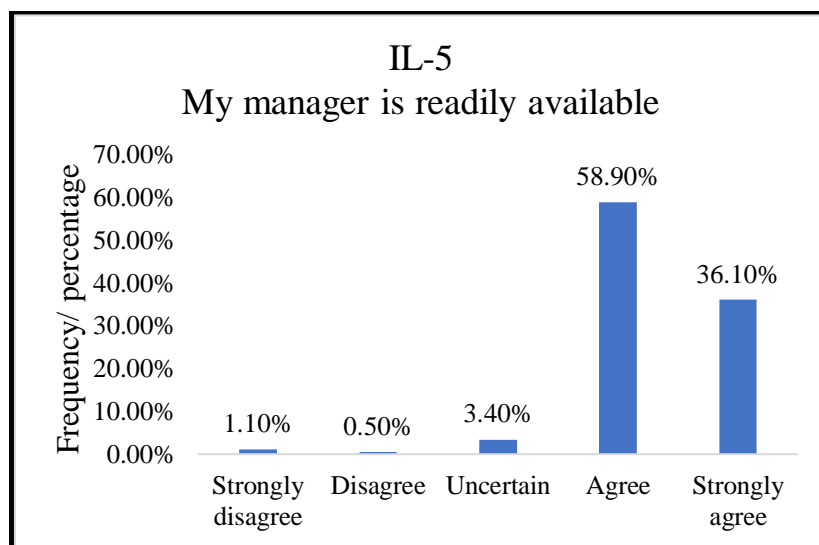
Opinion	Frequency	Percentage
Strongly disagree	4	1.1%
Disagree	2	0.50%
Uncertain	13	3.4%
Agree	224	58.90%
Strongly agree	137	36.1%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether their manager is readily available or not. It is found that 1.1% of the respondents strongly disagree with the statement that their manager is not readily available. Furthermore, 0.5% of the respondents disagree with the statement and 3.4% of the respondents are unsure about it. Additionally, 58.9% of the respondents agree that their manager is readily available and 36.1% of the respondents firmly believes on it.

**FIGURE 7: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS READILY AVAILABLE OR NOT**



**TABLE 8:** RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS READY TO CONSULT WITH THE PROFESSIONAL QUESTIONS.

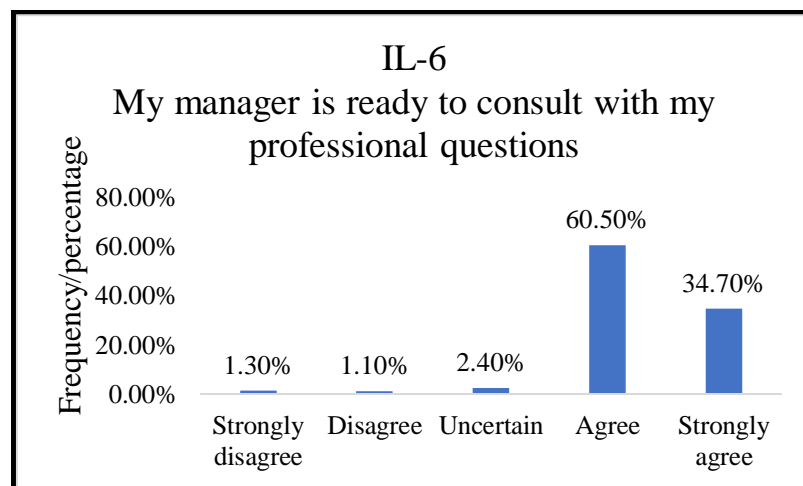
Opinion	Frequency	Percentage
Strongly disagree	5	1.3%
Disagree	4	1.1%
Uncertain	9	2.4%
Agree	230	60.5%
Strongly agree	132	34.7%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether their manager is ready to consult with their professional questions or not. The study reveals that 1.3% of the respondents strongly disagree with the statement that their manager is not ready to consult with their professional questions. Furthermore, 1.1% of the respondents disagree with the statement and 2.4% of the respondents are unsure about it. Additionally, 60.5% of the respondents agree that their manager is ready to consult with their professional questions and 34.7% of the respondents firmly believes on it.

**FIGURE 8:** PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS READY TO CONSULT WITH THE PROFESSIONAL QUESTIONS



**TABLE 9: RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS READY TO LISTEN TO THEIR REQUESTS.**

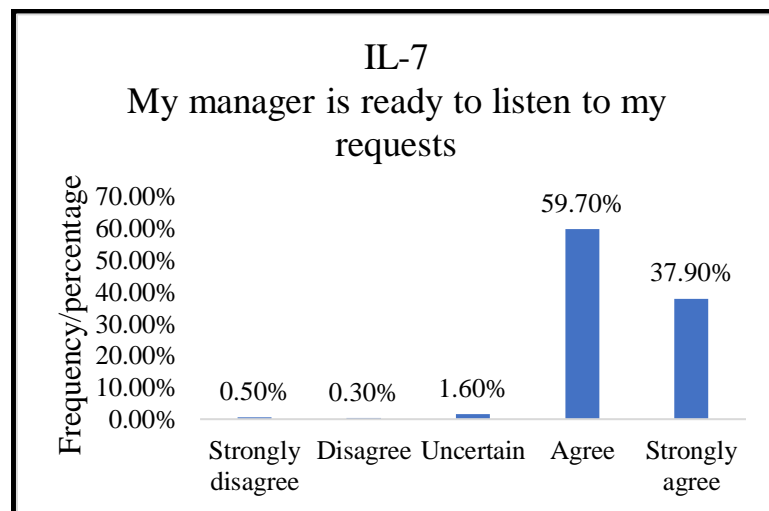
Opinion	Frequency	Percentage
Strongly disagree	2	0.5%
Disagree	1	0.3%
Uncertain	6	1.6%
Agree	227	59.7%
Strongly agree	144	37.9%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether their manager is ready to listen to their requests. The study reveals that 0.5% of the respondents strongly disagree with the statement that their manager is not ready to listen to their requests. Furthermore, 0.3% of the respondents disagree with the statement and 1.6% of the respondents are unsure about it. Additionally, 59.7% of the respondents agree that their manager is ready to listen to their requests and 37.9% of the respondents firmly believes on it.

**FIGURE 9: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS READY TO LISTEN TO THEIR REQUESTS**



**TABLE 10: RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER ENCOURAGES THEM TO TAKE UP EMERGING ISSUES**

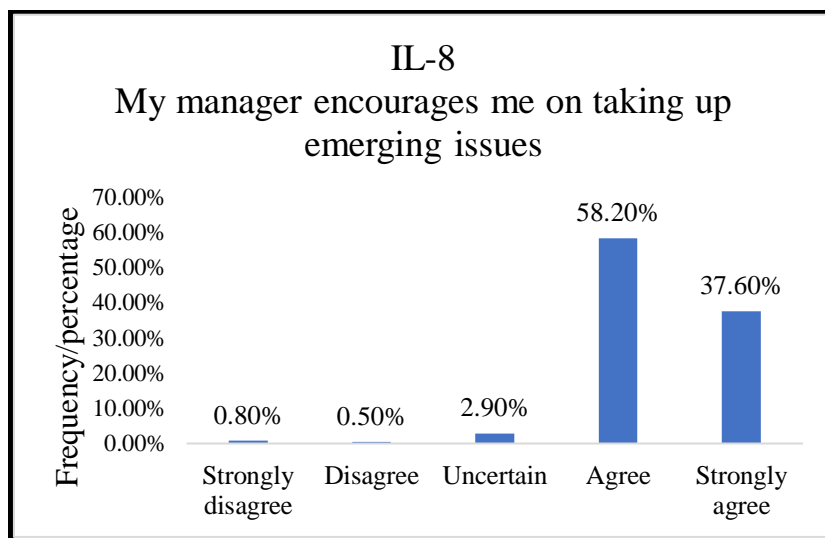
Opinion	Frequency	Percentage
Strongly disagree	3	0.8%
Disagree	2	0.5%
Uncertain	11	2.9%
Agree	221	58.2%
Strongly agree	143	37.6%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether their manager encourages them to take up emerging issues or not. The study reveals that 0.8% of the respondents strongly disagree with the statement that their manager encourages them to take up emerging issues. In addition, 0.5% of the respondents disagree with the statement and 2.9% of the respondents are uncertain about it. Furthermore, 58.2% of the respondents agree that their manager encourages them to take up emerging issues and 37.6% of the respondents firmly believes on it.

**FIGURE 10: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER ENCOURAGES THEM TO TAKE UP EMERGING ISSUES**



**TABLE 11: RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS ACCESSIBLE FOR DISCUSSING EMERGING PROBLEMS**

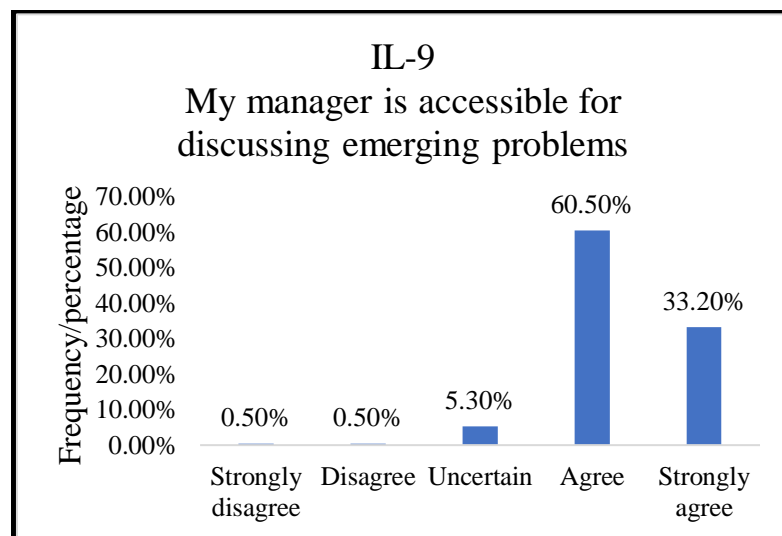
Opinion	Frequency	Percentage
Strongly disagree	2	0.5%
Disagree	2	0.5%
Uncertain	20	5.3%
Agree	230	60.5%
Strongly agree	126	33.2%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether their manager is accessible for discussing emerging problems. The study unveils that 0.5% of the respondents strongly disagree with the statement that their manager is accessible for discussing emerging problems. In addition, 0.5% of the respondents disagree with the statement and 5.3% of the respondents are uncertain about it. Furthermore, 60.5% of the respondents agree that their manager is accessible for discussing emerging problems and 33.2% of the respondents firmly believes on it.

**FIGURE 11: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEIR MANAGER IS ACCESSIBLE FOR DISCUSSING EMERGING PROBLEMS**



**TABLE 12: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY ARE NOT AFRAID TO BE THEMSELVES AT WORK**

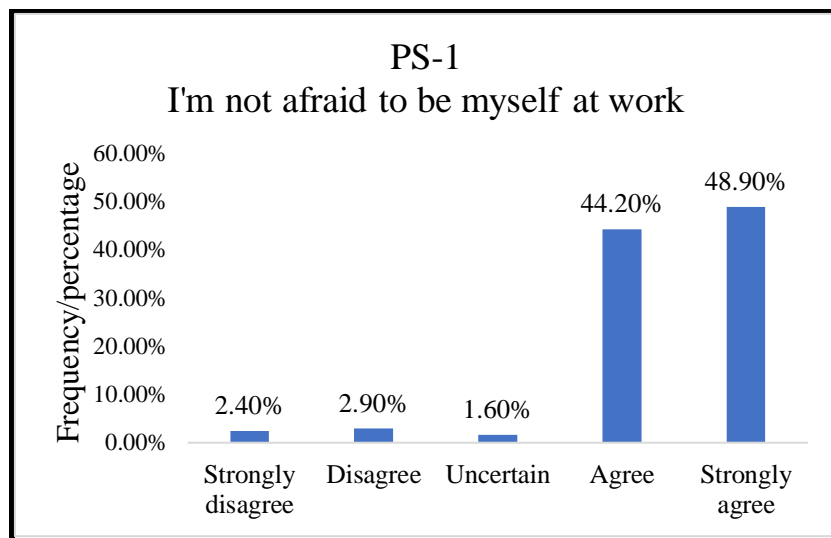
Opinion	Frequency	Percentage
Strongly disagree	9	2.4%
Disagree	11	2.9%
Uncertain	6	1.6%
Agree	168	44.2%
Strongly agree	186	48.9%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they are not afraid to be themselves at work. The study unveils that 48.9% of the respondents strongly agree with the statement that they are not afraid to be themselves at work. In addition, 44.2% of the respondents agree with the statement and 1.6% of the respondents are uncertain about it. Furthermore, 2.9% of the respondents disagree and 2.4% of the respondents strongly disagree and feel afraid to be themselves at work.

**FIGURE 12: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY ARE NOT AFRAID TO BE THEMSELVES AT WORK**



**TABLE 13: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY ARE NOT AFRAID TO EXPRESS THEIR OPINIONS AT WORK**

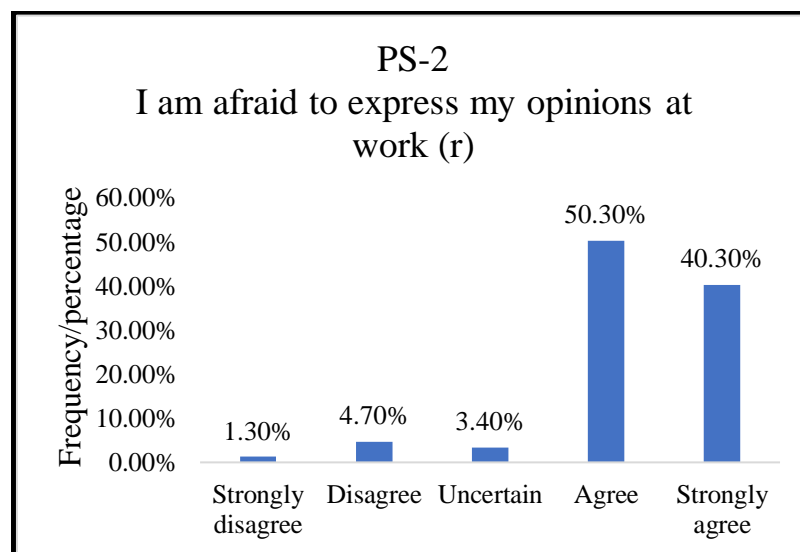
Opinion	Frequency	Percentage
Strongly disagree	5	1.3%
Disagree	18	4.7%
Uncertain	13	3.4%
Agree	191	50.3%
Strongly agree	153	40.3%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they are not afraid to express their opinions at work. The study unveils that 40.3% of the respondents strongly agree with the statement that they are not afraid to express their opinions at work. In addition, 50.3% of the respondents agree with the statement and 3.4% of the respondents are uncertain about it. Furthermore, 4.7% of the respondents disagree and 1.3% of the respondents strongly disagree and feel afraid to express their opinions at work.

**FIGURE 13: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY ARE NOT AFRAID TO EXPRESS THEIR OPINIONS AT WORK**



**TABLE 14: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THAT THERE IS NO THREATENING ENVIRONMENT AT WORK**

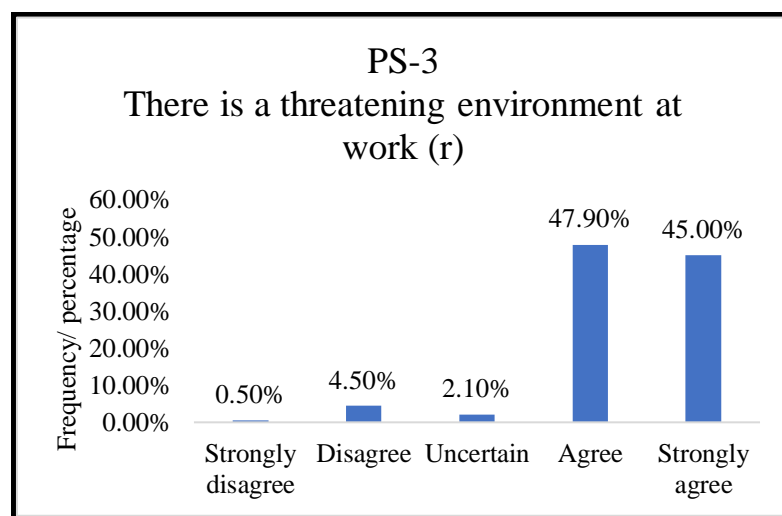
Opinion	Frequency	Percentage
Strongly disagree	2	0.5%
Disagree	17	4.5%
Uncertain	8	2.1%
Agree	182	47.9%
Strongly agree	171	45%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they feel that there is no threatening environment at work. The study unveils that 45% of the respondents strongly agree with the statement that there is no threatening environment at work. In addition, 47.9% of the respondents agree with the statement and 2.1% of the respondents are uncertain about it. Furthermore, 4.5% of the respondents disagree and 0.5% of the respondents strongly disagree and feel that there is threatening environment at work.

**FIGURE 14: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THAT THERE IS NO THREATENING ENVIRONMENT AT WORK**



**TABLE 15: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FIND THEMSELVES LEARNING OFTEN**

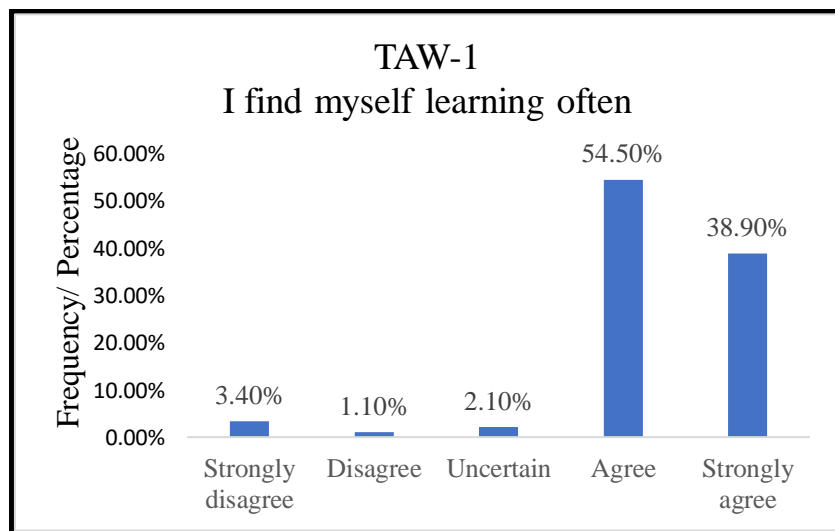
Opinion	Frequency	Percentage
Strongly disagree	13	3.4%
Disagree	4	1.1%
Uncertain	8	2.1%
Agree	207	54.5%
Strongly agree	148	38.9%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they find themselves learning often or not. The study unveils that 3.4% of the respondents strongly disagree with the statement and find that they do not learn often. Additionally, 1.1% of the respondents disagree with the statement and 2.1% of the respondents are uncertain with their opinion. Furthermore, 54.5% of the respondents opine that they find themselves learning often whereas 38.9% of the respondents strongly agree that they do learn often in the organization they are working in.

**FIGURE 15: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FIND THEMSELVES LEARNING OFTEN**



**TABLE 16: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THEMSELVES CONTINUALLY LEARNING AS TIME GOES BY**

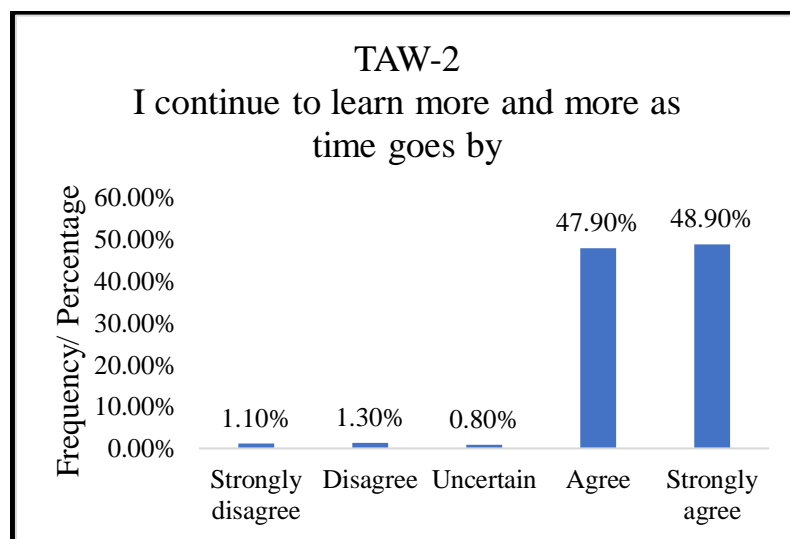
Opinion	Frequency	Percentage
Strongly disagree	4	1.1%
Disagree	5	1.3%
Uncertain	3	0.8%
Agree	182	47.9%
Strongly agree	186	48.9%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they feel themselves continually learning or not. The results highlighted that 1.1% of the respondents strongly disagree with the statement and feel that they do not learn often as time goes by. Additionally, 1.3% of the respondents disagree with the statement and 0.8% of the respondents are uncertain with their opinion. Furthermore, 47.9% of the respondents agree that they keep on learning as time goes by whereas 48.9% of the respondents strongly agree with the above statement.

**FIGURE 16: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THEMSELVES CONTINUALLY LEARNING AS TIME GOES BY**



**TABLE 17: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY SEE THEMSELVES CONTINUALLY IMPROVING**

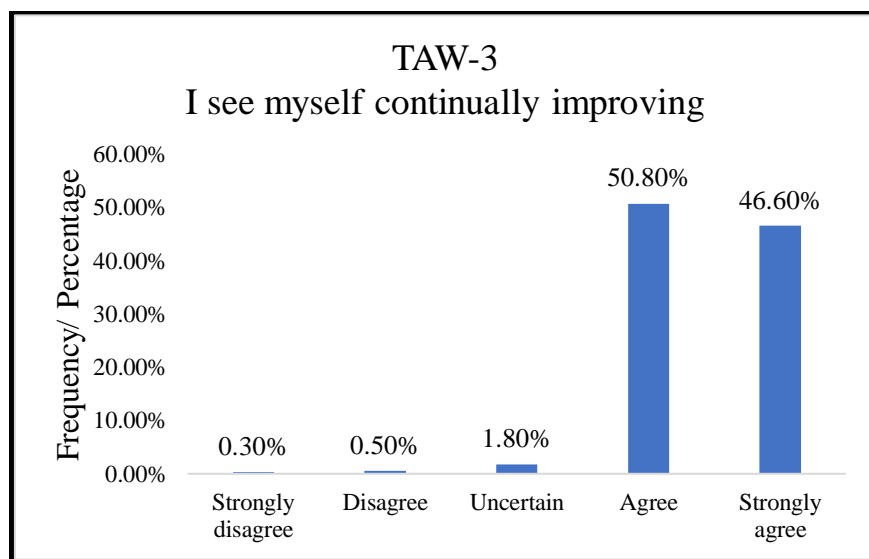
Opinion	Frequency	Percentage
Strongly disagree	1	0.3%
Disagree	2	0.5%
Uncertain	7	1.8%
Agree	193	50.8%
Strongly agree	177	46.6%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they see themselves continually improving or not. The results revealed that 0.3% of the respondents strongly disagree with the statement and feel that they don't see themselves continually improving. Additionally, 0.5% of the respondents disagree with the statement and 1.8% of the respondents are uncertain with their opinion. Furthermore, 50.8% of the respondents agree that they keep on improving whereas 46.6% of the respondents strongly agree with the above statement.

**FIGURE 17: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY SEE THEMSELVES CONTINUALLY IMPROVING**



**TABLE 18: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THAT THEY ARE LEARNING**

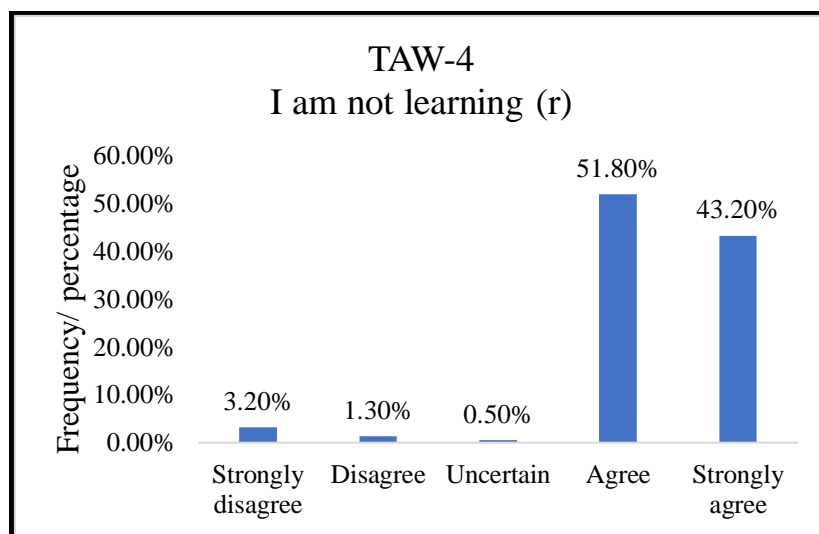
Opinion	Frequency	Percentage
Strongly disagree	12	3.2%
Disagree	5	1.3%
Uncertain	2	0.5%
Agree	197	51.8%
Strongly agree	164	43.2%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they feel that they are learning. The results of the study revealed that 3.2% of the respondents strongly disagree with the statement and feel that they are not learning. Furthermore, 1.3% of the respondents disagree with the statement and 0.5% of the respondents are uncertain with their opinion. Additionally, 51.8% of the respondents agree that they are learning and 43.2% of the respondents strongly agree with the above statement.

**FIGURE 18: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THAT THEY ARE LEARNING**



**TABLE 19: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THAT THEY HAVE DEVELOPED A LOT AS A PERSON**

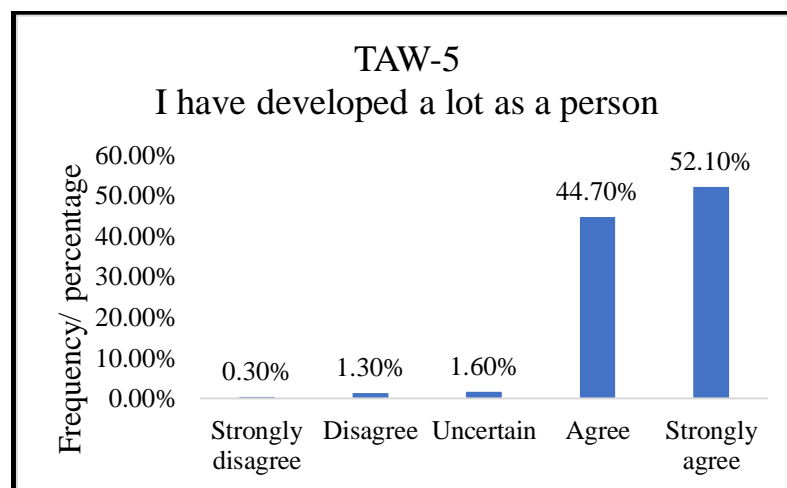
Opinion	Frequency	Percentage
Strongly disagree	1	0.3%
Disagree	5	1.3%
Uncertain	6	1.6%
Agree	170	44.7%
Strongly agree	198	52.1%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they feel that they are have developed a lot as a person. The results highlighted that 0.3% of the respondents strongly disagree with the statement and feel that they have not developed as a person. Furthermore, 1.3% of the respondents disagree with the statement and 1.6% of the respondents are uncertain with their opinion. Additionally, 44.7% of the respondents agree that they have developed a lot as a person and 52.1% of the respondents strongly agree with the above statement.

**FIGURE 19: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL THAT THEY HAVE DEVELOPED A LOT AS A PERSON**



**TABLE 20: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL ALIVE AND VITAL**

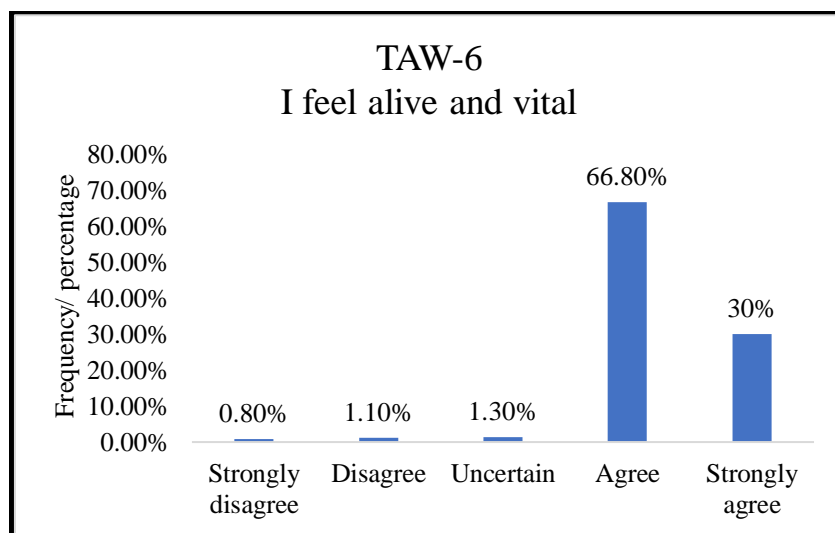
Opinion	Frequency	Percentage
Strongly disagree	3	0.8%
Disagree	4	1.1%
Uncertain	5	1.3%
Agree	254	66.8%
Strongly agree	114	30%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table indicates respondents opinion with regard to whether they feel alive and vital. The results highlighted that 0.8% of the respondents strongly disagree with the statement and do not feel alive and vital at work. Furthermore, 1.1% of the respondents disagree with the statement and 1.3% of the respondents are uncertain with their opinion. Additionally, 66.8% of the respondents agree that they do feel alive and vital at work and 30% of the respondents strongly agree with the above statement.

**FIGURE 20: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL ALIVE AND VITAL**



**TABLE 21: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY HAVE ENERGY AND SPIRIT**

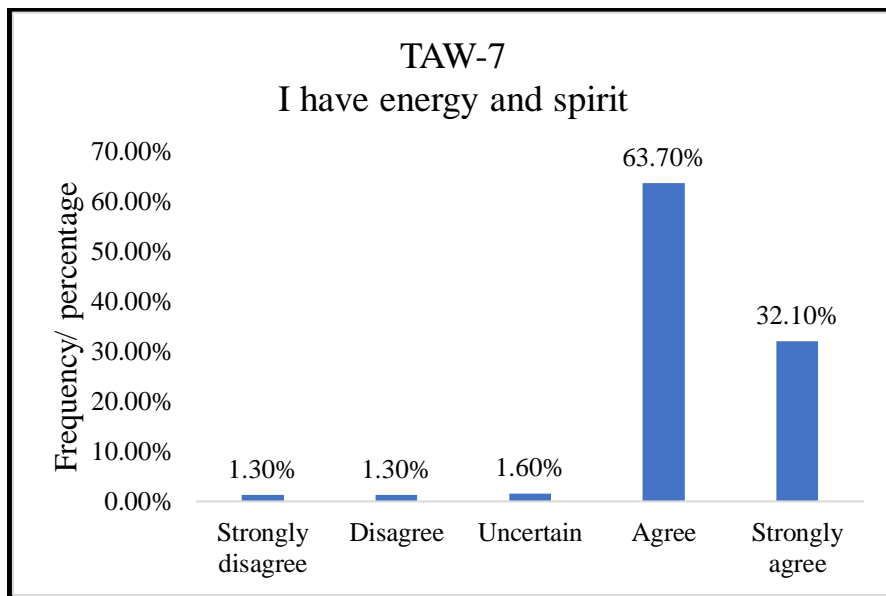
Opinion	Frequency	Percentage
Strongly disagree	5	1.3%
Disagree	5	1.3%
Uncertain	6	1.6%
Agree	242	63.7%
Strongly agree	122	32.1%
TOTAL	N=380	100%

Source: Author's compilation

### INTERPRETATION

The table highlights respondents opinion with regard to whether they have energy and spirit. The results highlighted that 1.3% of the respondents strongly disagree with the statement and do not have energy and spirit at work. Furthermore, 1.3% of the respondents disagree with the statement and 1.6% of the respondents are uncertain with their opinion. Additionally, 63.7% of the respondents agree that they have energy and spirit at work and 32.1% of the respondents strongly agree with the above statement.

**FIGURE 21: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY HAVE ENERGY AND SPIRIT**



**TABLE 22: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL ENERGETIC**

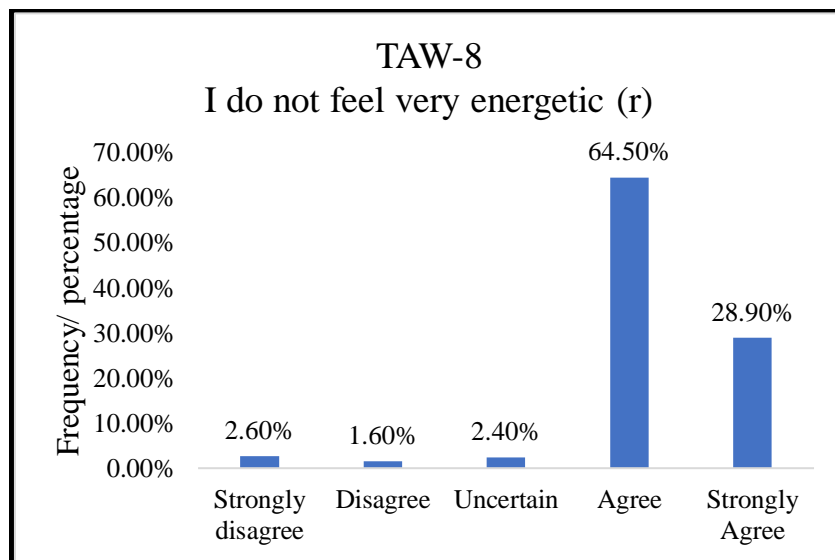
Opinion	Frequency	Percentage
Strongly disagree	10	2.6%
Disagree	6	1.6%
Uncertain	9	2.4%
Agree	245	64.5%
Strongly agree	110	28.9%
TOTAL	N=380	100%

Source: Author's compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they feel energetic or not. The results revealed that 2.6% of the respondents strongly disagree and 1.6% disagrees with the above statement of feeling energetic at work. Furthermore, 2.4% of the respondents are uncertain about their opinion. Additionally, 64.5% of the respondents agree that they feel energetic at work and 28.9% of the respondents strongly agree with the above statement.

**FIGURE 22: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL ENERGETIC**



**TABLE 23: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL ALERT AND AWAKE**

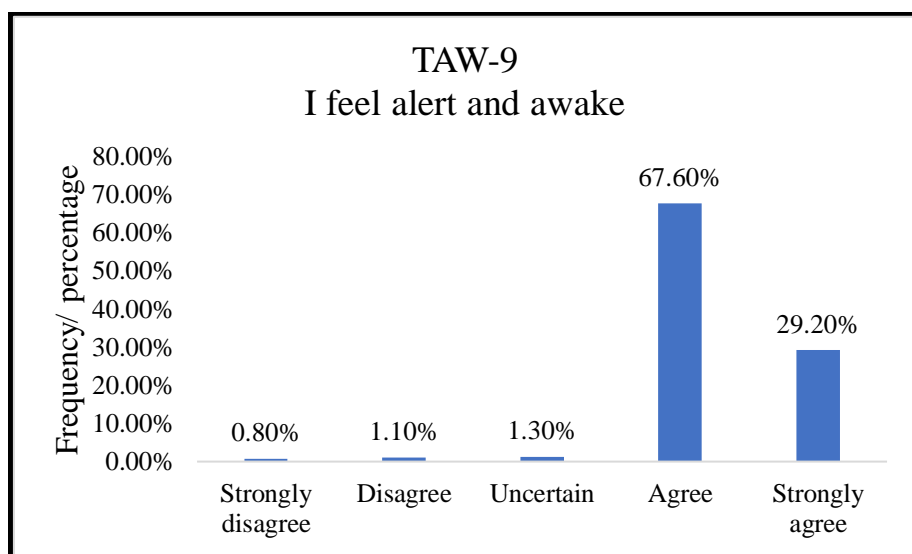
Opinion	Frequency	Percentage
Strongly disagree	3	0.8%
Disagree	4	1.1%
Uncertain	5	1.3%
Agree	257	67.6%
Strongly agree	111	29.2%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they feel alert and awake. The results revealed that 0.8% of the respondents strongly disagrees and doesn’t feel alert and awake at work. In addition, 1.1% disagrees with the above statement and 1.3% of the respondents are uncertain about their opinion. Furthermore, 67.6% of the respondents agree and feel alert and awake at work and 29.2% of the respondents strongly agrees with the above statement.

**FIGURE 23: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FEEL ALERT AND AWAKE**



**TABLE 24: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY LOOK FORWARD TO EACH NEW DAY**

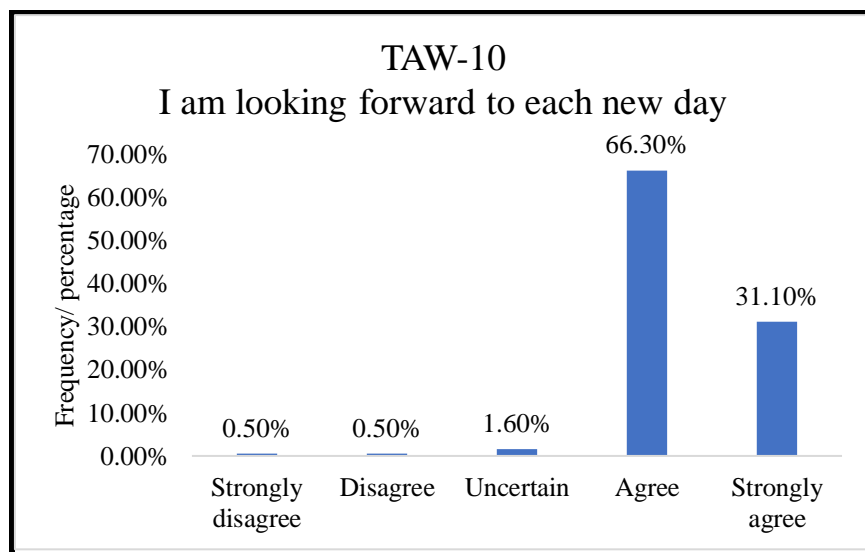
Opinion	Frequency	Percentage
Strongly disagree	2	0.5%
Disagree	2	0.5%
Uncertain	6	1.6%
Agree	252	66.3%
Strongly agree	118	31.1%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they look forward to each new day or not. The results revealed that 0.5% of the respondents strongly disagrees and doesn’t look forward to each new day. In addition, 0.5% disagrees with the above statement and 1.6% of the respondents are uncertain about their opinion. Furthermore, 66.3% of the respondents agree and look forward to each new day while 31.1% of the respondents strongly agrees with the above statement.

**FIGURE 24: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY LOOK FORWARD TO EACH NEW DAY**



**TABLE 25: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY PAY ATTENTION TO ISSUES THAT ARE NOT PART OF THEIR DAILY WORK**

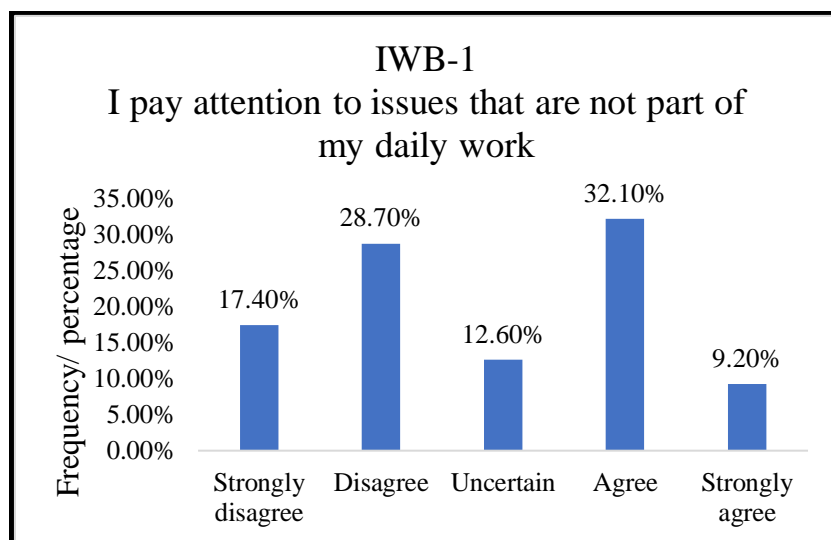
Opinion	Frequency	Percentage
Strongly disagree	66	17.4%
Disagree	109	28.7%
Uncertain	48	12.6%
Agree	122	32.1%
Strongly agree	35	9.2%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they pay attention to issues that are not part of their daily work. The results reveal that 17.4% of the respondents strongly disagrees the statement mentioning that they do not pay attention to issues that are not part of their daily work. In addition, 28.7% of the respondents disagrees with the above statement and 12.6% of the respondents are uncertain about their opinion. Furthermore, 32.1% of the respondents agree to the statement claiming that they do pay attention to issues that are not part of their daily work. Additionally 9.20% of the respondents strongly agrees on it.

**FIGURE 25: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY PAY ATTENTION TO ISSUES THAT ARE NOT PART OF THEIR DAILY WORK**



**TABLE 26: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY WONDER HOW THINGS CAN BE IMPROVED**

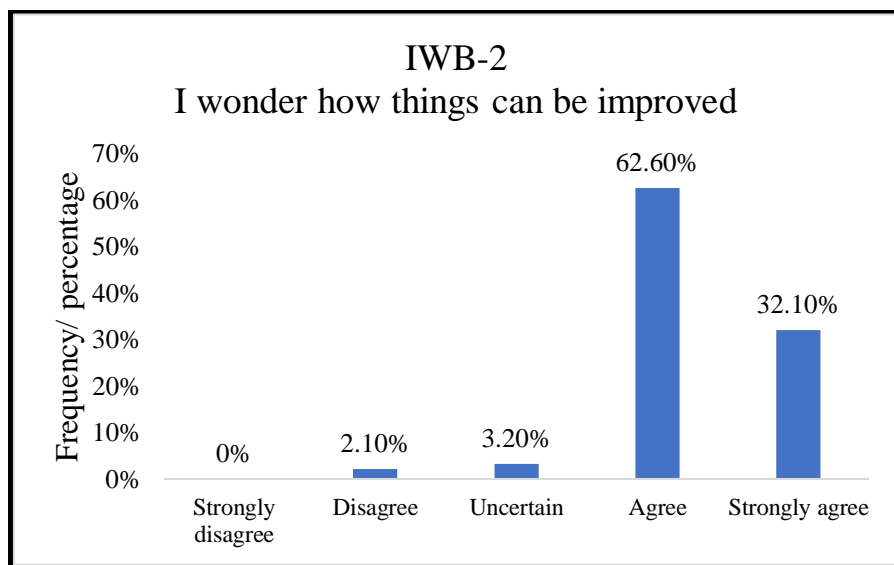
Opinion	Frequency	Percentage
Strongly disagree	0	0%
Disagree	8	2.1%
Uncertain	12	3.2%
Agree	238	62.6%
Strongly agree	122	32.1%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table highlights respondents opinion with regard to whether they wonder how things can be improved. The results reveal that 2.1% of the respondents disagree with the statement and doesn’t wonder how things can be improved. In addition 3.2% of the respondents are uncertain with their opinion. Furthermore, 62.6% of the respondents do agree and wonder how things can be improved. Additionally 32.1% of the respondents strongly agrees with the above statement.

**FIGURE 26: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY WONDER HOW THINGS CAN BE IMPROVED**



**TABLE 27:** RESPONDENTS OPINION WITH REGARD TO WHETHER THEY SEARCH OUT FOR NEW WORKING METHODS, TECHNIQUES OR INSTRUMENTS AT WORK

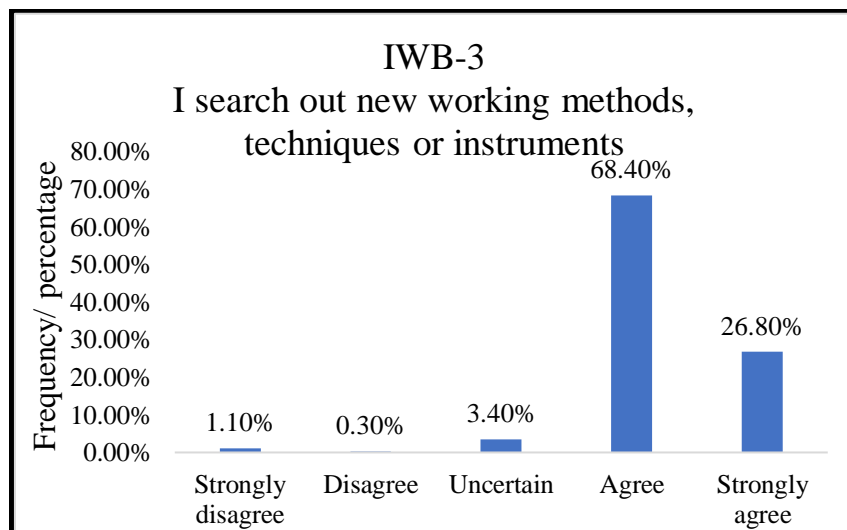
Opinion	Frequency	Percentage
Strongly disagree	4	1.1%
Disagree	1	0.3%
Uncertain	13	3.4%
Agree	260	68.4%
Strongly agree	102	26.8%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table highlights respondents opinion with regard to whether they search out for new working methods, techniques or instruments at work. The results reveal that 1.1% of the respondents strongly disagrees with the statement and doesn’t search for new working methods, techniques or instruments at work. Additionally 0.3% of the respondents disagrees with the above statement and 3.4% of respondents are uncertain about it. Furthermore, 68.4% of the respondents agree with the statement that they do search for new working methods and techniques at work. In addition 26.8% of the respondents strongly agrees the above statement.

**FIGURE 27:** PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY SEARCH OUT FOR NEW WORKING METHODS, TECHNIQUES OR INSTRUMENTS AT WORK



**TABLE 28:** RESPONDENTS OPINION WITH REGARD TO WHETHER THEY GENERATE ORIGINAL SOLUTIONS FOR PROBLEMS AT WORK

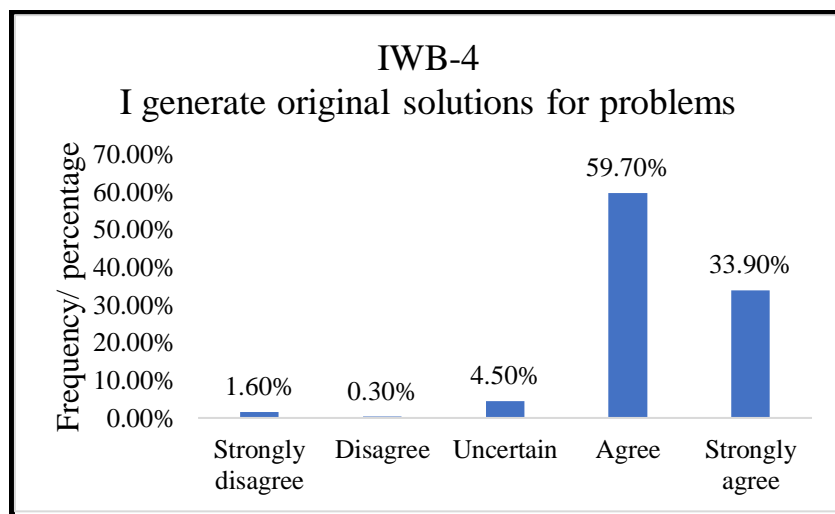
Opinion	Frequency	Percentage
Strongly disagree	6	1.6%
Disagree	1	0.3%
Uncertain	17	4.5%
Agree	227	59.7%
Strongly agree	129	33.9%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table highlights respondents opinion with regard to whether they generate original solution for problems or not. The results reveal that 1.6% of the respondents strongly disagrees with the statement and doesn’t generate original solution for problems. Additionally 0.3% of the respondents disagrees with the above statement and 4.5% of respondents are uncertain about it. Furthermore, 59.7% of the respondents agree with the statement that they do generate original solutions for problems at work. In addition 33.9% of the respondents strongly agrees the above statement.

**FIGURE 28:** PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY GENERATE ORIGINAL SOLUTIONS FOR PROBLEMS AT WORK



**TABLE 29: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FIND NEW APPROACHES TO EXECUTE TASKS**

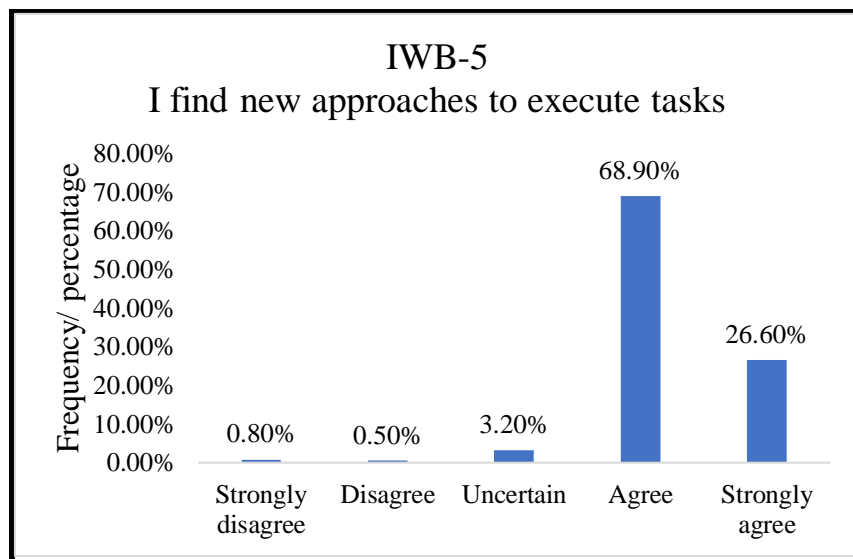
Opinion	Frequency	Percentage
Strongly disagree	3	0.8%
Disagree	2	0.5%
Uncertain	12	3.2%
Agree	262	68.9%
Strongly agree	101	26.6%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table reflects respondents opinion with regard to whether they find new approaches to execute tasks. The results reveal that 0.8% of the respondents strongly disagree with the statement and doesn’t find new approaches to execute tasks. Additionally 0.5% of the respondents disagrees with the above statement and 3.2% of respondents are uncertain about it. Furthermore, 68.9% of the respondents agree with the statement that they do find new approaches to execute tasks. In addition 26.6% of the respondents strongly agrees the above statement.

**FIGURE 29: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY FIND NEW APPROACHES TO EXECUTE TASKS**



**TABLE 30 : RESPONDENTS OPINION WITH REGARD TO WHETHER THEY MAKE IMPORTANT ORGANIZATIONAL MEMBERS ENTHUSIASTIC FOR INNOVATIVE IDEAS**

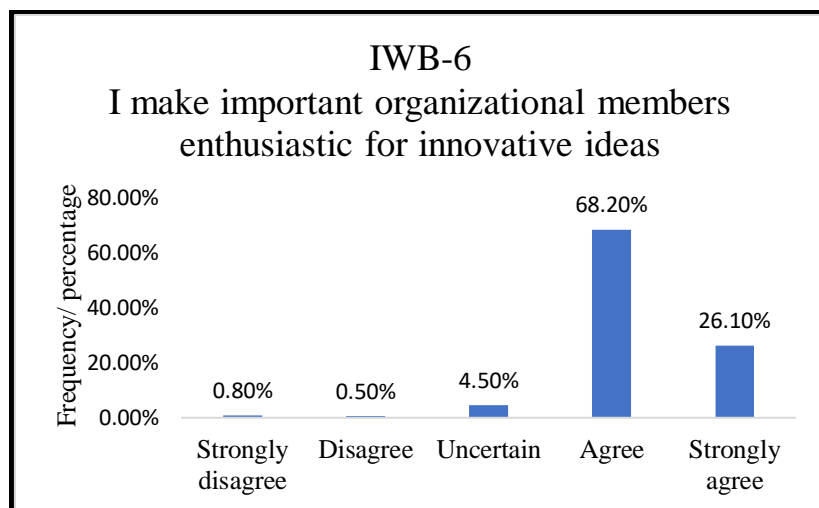
Opinion	Frequency	Percentage
Strongly disagree	3	0.8%
Disagree	2	0.5%
Uncertain	17	4.5%
Agree	259	68.2%
Strongly agree	99	26.1%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they make important organizational members enthusiastic for innovative ideas. The results reveals that 0.8% of the respondents strongly disagrees with the statement and doesn’t make important organizational members enthusiastic for innovative ideas. Additionally 0.5% of the respondents disagrees with the above statement and 4.5% of respondents are uncertain about it. Furthermore, 68.2% of the respondents agree with the statement that they do make important organizational members enthusiastic for innovative ideas. In addition 26.1% of the respondents strongly agrees the above statement.

**FIGURE 30: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY MAKE IMPORTANT ORGANIZATIONAL MEMBERS ENTHUSIASTIC FOR INNOVATIVE IDEAS**



**TABLE 31: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY ATTEMPT TO CONVINCING PEOPLE TO SUPPORT AN INNOVATIVE IDEA**

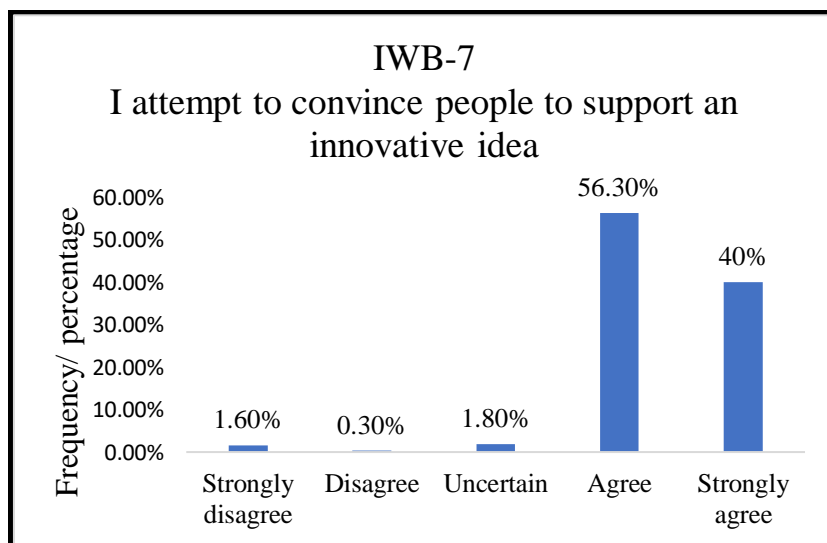
Opinion	Frequency	Percentage
Strongly disagree	6	1.6%
Disagree	1	0.3%
Uncertain	7	1.8%
Agree	214	56.3%
Strongly agree	152	40%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they attempt to convince people to support an innovative idea. The results reveals that 1.6% of the respondents strongly disagrees with the statement and 0.3 % of the respondents disagrees mentioning that they do not convince people to support an innovative idea. Additionally 1.8% of the respondents are uncertain about it. Furthermore, 56.3% of the respondents agree with the statement that they do attempt to convince people to support an innovative idea. In addition 40% of the respondents strongly agrees the above statement.

**FIGURE 31: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY ATTEMPT TO CONVINCING PEOPLE TO SUPPORT AN INNOVATIVE IDEA**



**TABLE 32: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY SYSTEMATICALLY INTRODUCE INNOVATIVE IDEAS INTO WORK PRACTISES**

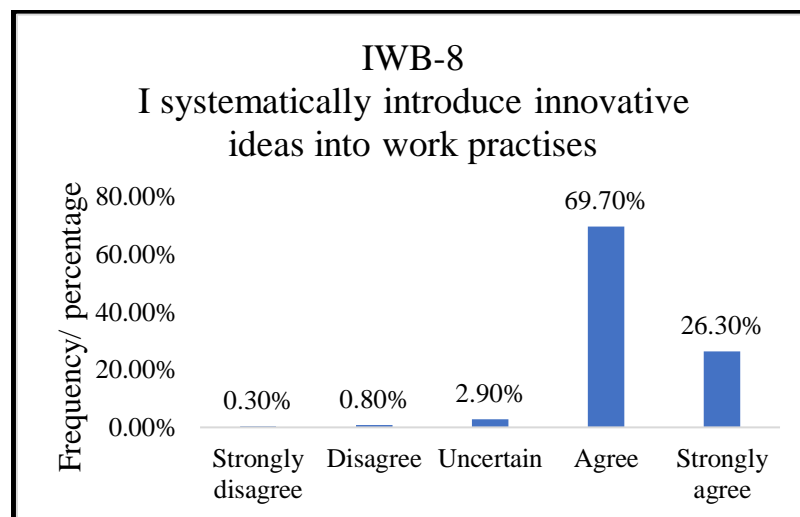
Opinion	Frequency	Percentage
Strongly disagree	1	0.3%
Disagree	3	0.8%
Uncertain	11	2.9%
Agree	265	69.7%
Strongly agree	100	26.3%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table highlights respondents opinion with regard to whether they systematically introduce innovative ideas into work practices. The results reveal that 0.3% of the respondents strongly disagree with the statement i.e., they do not put efforts in systematically introducing innovative ideas into work practices. Furthermore, 0.8% of the respondents disagree with the statement and 2.9% of the respondents are uncertain about it. Furthermore, 69.7% of the respondents agree with the statement that they do introduce innovative ideas into work practices. In addition 26.3% of the respondents strongly agree with the above statement.

**FIGURE 32: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY SYSTEMATICALLY INTRODUCE INNOVATIVE IDEAS INTO WORK PRACTISES**



**TABLE 33: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY CONTRIBUTE TO THE IMPLEMENTATION OF NEW IDEAS**

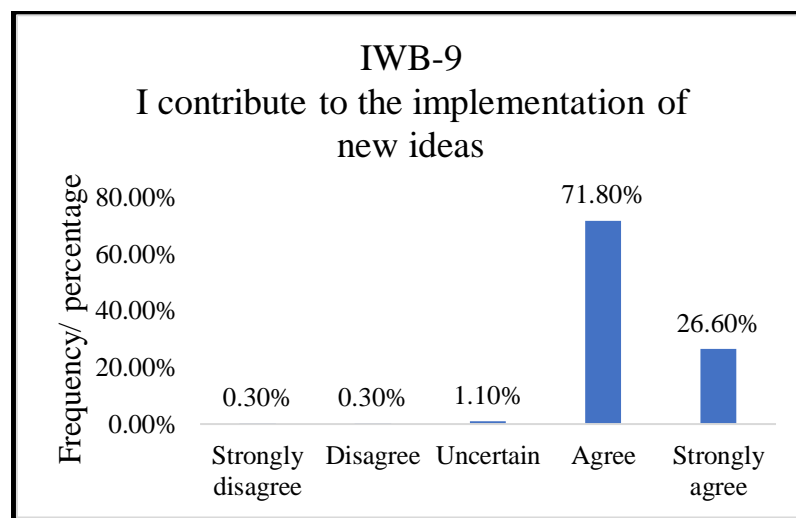
Opinion	Frequency	Percentage
Strongly disagree	1	0.3%
Disagree	1	0.3%
Uncertain	4	1.1%
Agree	273	71.8%
Strongly agree	101	26.6%
TOTAL	N=380	100%

Source: Author’s compilation

### INTERPRETATION

The table highlights respondents opinion with regard to whether they contribute to the implementation of new ideas. The results reveals that 0.3% of the respondents strongly disagrees with the statement i.e., they do not contribute to the implementation of new ideas. Furthermore, 0.3% of the respondent disagree with the statement and 1.1 % of the respondents are uncertain about it. Additionally, 71.8% of the respondents agree with the statement that they do contribute in the implementation of new ideas. In addition 26.6% of the respondents strongly agrees the above statement.

**FIGURE 33: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY CONTRIBUTE TO THE IMPLEMENTATION OF NEW IDEAS**



**TABLE 34: RESPONDENTS OPINION WITH REGARD TO WHETHER THEY PUT EFFORT IN THE DEVELOPMENT OF NEW THINGS**

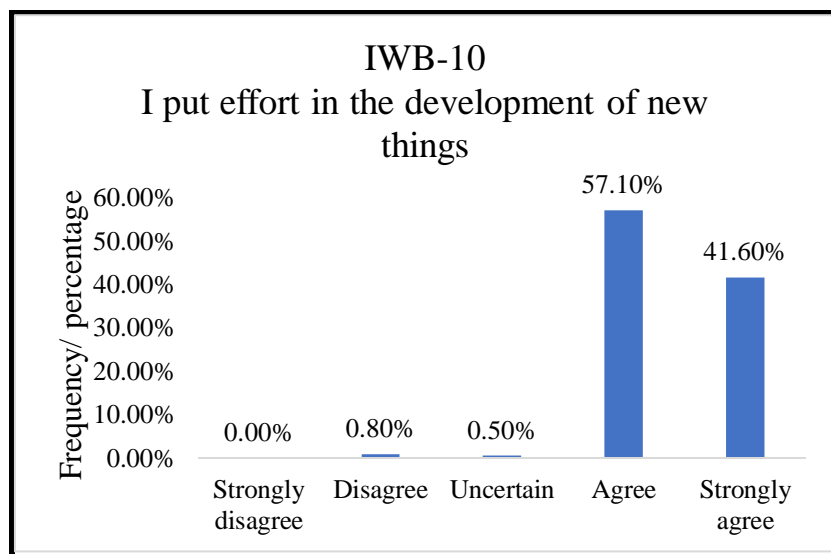
Opinion	Frequency	Percentage
Strongly disagree	0	0%
Disagree	3	0.8%
Uncertain	2	0.5%
Agree	217	57.1%
Strongly agree	158	41.6%
TOTAL	N=380	100%

Source: Author’s compilation

**INTERPRETATION**

The table highlights respondents opinion with regard to whether they put efforts in the development of new thing. The results reveals that 0.8% of the respondents disagrees with the statement i.e., they do not put efforts in the development of new things. Furthermore, 0.5 % of the respondents are uncertain about it. Additionally, 57.1% of the respondents agree with the statement that they do put efforts in the development of new things. In addition 41.6% of the respondents strongly agrees the above statement.

**FIGURE 34: PICTORIAL REPRESENTATION OF RESPONDENTS OPINION WITH REGARD TO WHETHER THEY PUT EFFORT IN THE DEVELOPMENT OF NEW THINGS**



**TABLE 35: KMO AND BARTLETT'S TEST**

Kaiser-Meyer-Olkin measure of sampling adequacy		0.905
Bartlett's Test of sphericity	Approx Chi-square	7233.942
	d.f	378
	Sig	0.00

Source: Author's Compilation

### **INTERPRETATION**

Kaiser-Meyer-Olkin (KMO) test was performed to determine the sampling adequacy of data which was significant (0.905) while confirming for factor analysis. Bartlett's test was performed and found to be significant which indicates that there is co-relation between variables.

### **COMMON METHOD BIAS**

To test Common method bias, Harman's single factor test was conducted in which all items measuring Inclusive leadership, Psychological safety, Thriving at work and Innovative work behaviour were loaded on a single factor. The results revealed that the factor accounted 35.672% of the total variance which is less than 50% (Podsakoff *et al.*, 2003) suggesting that common method bias effect is not present in the study.

**TABLE 36: DESCRIPTIVE STATISTICS AND CORRELATION**

Variable	Mean	Standard Deviation	1	2	3	4
Inclusive Leadership	39.37	4.02	-	-	-	-
Innovative work behaviour	38.38	3.89	0.613**	-	-	-
Psychological safety	12.98	2.07	0.345**	0.201**	-	-
Thriving at work	34.71	3.07	0.565**	0.563**	0.323**	-

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

Source: Authors Compilation

### INTERPRETATION

For hypothesis testing correlation was performed. Based on the results, it is evident that all the variables are positively co-related with one another and is significant ( $p < 0.005$ ).

**TABLE 37: Measurement model:** Item Loading, Construct loading, Composite reliability and Average Variance Extracted

Construct	Scale items	Factor Loadings	CR	AVE	Cronbach Alpha
Inclusive Leadership	IL 1	0.686	0.936	0.62	0.923
	IL 2	0.809			
	IL 3	0.804			
	IL 4	0.864			
	IL 5	0.8			
	IL 6	0.774			
	IL 7	0.836			
	IL 8	0.754			
	IL 9	0.748			
Psychological Safety	PS 1	0.921	0.931	0.818	0.892
	PS 2	0.876			
	PS 3	0.917			
Innovative Work Behaviour	IWB 3	0.812	0.932	0.632	0.916
	IWB 4	0.78			
	IWB 5	0.829			
	IWB 6	0.813			
	IWB 7	0.679			
	IWB 8	0.858			
	IWB 9	0.825			
	IWB 10	0.752			

Source: Authors Compilation

## INTERPRETATION

To assess the measurement model fit, reliability, convergent and discriminant validity was undertaken. The convergent validity is estimated through Average Variance Extracted(AVE), factor loadings, composite reliability and cronbach's alpha. Besides by using cronbach's alpha and composite reliability scale, reliability was evaluated. The values of composite reliability (CR) and Cronbach alpha (CA) were above 0.70 and the values of Average Variance extracted (AVE) were above 0.5 indicate adequate construct reliability (Nunnally, 1978). Furthermore IWB 1 and IWB 2 were dropped since they were loaded below 0.7 i.e., below acceptance region.

**Convergent validity- Redundancy analysis of formative construct i.e., Thriving at work**

**TABLE 38: CONSTRUCT VALIDITY OF FORMATIVE SCALE(THRIVING AT WORK)**

Construct	Sub-dimension		Weight	VIF	t-value
Thriving at work	Learning	L1	0.429	1.313	23.45**
		L2	0.413	1.38	
		L3	0.428	1.357	
	Vitality	V1	0.328	2.9	16.37**
		V2	0.221	1.34	
		V3	0.329	2.84	
		V4	0.306	2.258	

\*\* p<0.001 (Variance inflation factor)

VIF- Variance inflation factor

**INTERPRETATION**

To measure the construct validity of formative construct(Thriving at work), convergent validity using redundancy analysis, variance inflation factor, t-statistics and outer weights were used (Hair *et al.*, 2018). The values of variance inflation factor was found to be less than 3 and t-values of all dimensions of the formative constructs were found to be significant. Redundancy analysis was carried out by correlating formative construct with overall measure which was found to be 0.724 i.e., above recommended level.

**TABLE 39: DISCRIMINANT VALIDITY**

Fornell- Larcker Test					HTMT Ratio				
	IL	IWB	PS	TAW		IL	IWB	PS	TAW
IL	0.788				IL				
IWB	0.615	0.795			IWB	0.663			
PS	0.36	0.207	0.905		PS	0.377	0.211		
TAW	0.583	0.579	0.334	0.867	TAW	0.737	0.742	0.419	
IL: Inclusive leadership; PS: Psychological safety; IWB: Innovative work behaviour; TAW: Thriving at work									

**INTERPRETATION**

Discriminant validity was examined by Fornell-larcker test, HTMT and cross-loading analysis. Fornell larcker test verifies whether each variable AVE square root value is greater than its target correlation with any other study constructs or not. HTMT values were also less than the suggested cutoff of 0.85 (Henseler *et al.*, 2016). Moreover factor loading of all four constructs were more than 0.5 loaded onto its respective study thereby confirming the discriminant validity among the constructs.

**TABLE 40: DIRECT EFFECT**

Relationship	Path coefficient	T-Statistics	p values	Outcome
IL->IWB	0.62	13.597	0.00	Significant
IL->TAW	0.531	9.949	0.00	Significant
IL->PS	0.36	6.375	0.00	Significant
PS->IWB	-0.016	0.413	0.68	Not significant
PS->TAW	0.143	3.115	0.002	Significant
IL: Inclusive leadership; PS: Psychological safety; IWB: Innovative work behaviour; TAW: Thriving at work				

Source: Authors Compilation

## INTERPRETATION

We examined the direct effect of all the constructs with each other. The findings reveal a significant association between Inclusive leadership and Innovative work behavior ( $\beta=0.62$ ,  $p<0.005$ ), Inclusive leadership and Thriving at work ( $\beta=0.531$ ,  $p<0.005$ ), Inclusive leadership and Psychological safety ( $\beta=0.36$ ,  $p<0.005$ ). Furthermore with the inclusion of mediating variable Psychological safety, we see that there exists a positive relationship with Thriving at work ( $\beta=0.143$ ,  $p<0.005$ ) which supports our first hypothesis (H1). In addition, it revealed that there exists no significant relationship between Inclusive leadership and Innovative work behavior ( $\beta=-0.016$ ,  $p>0.005$ ) which propels us to reject our second hypothesis (H2).

**TABLE 41: INDIRECT EFFECT**

Relationship	Path coefficient	T-Statistics	p values	Outcome
IL->PS->TAW	0.051	2.276	0.023	Significant
IL->PS->IWB	-0.006	0.409	0.682	Not significant

IL: Inclusive leadership; PS: Psychological safety; IWB: Innovative work behaviour;  
TAW: Thriving at work

Source: Authors Compilation

### **INTERPRETATION**

In addition to the direct effect, we examined the indirect effect of Inclusive leadership on Thriving at work and Innovative work behaviour through the mediating role of psychological safety. The findings reveal that Psychological safety tends to mediate the association between Inclusive leadership and Thriving at work ( $\beta=0.051$ ,  $p<0.005$ ) which supports our third hypothesis (H3). Furthermore, the study unveiled that Psychological safety does not prove to be a mediating factor in the association between Inclusive leadership and Innovative work behavior ( $\beta=-0.006$ ,  $p>0.005$ ) which prompts us to reject our fourth hypothesis (H4).



# **CHAPTER-5**

## **FINDINGS AND IMPLICATIONS**

## **CHAPTER 5 : FINDINGS AND IMPLICATIONS**

### **5.1 FINDINGS**

The study revealed the following findings:-

1. The study made it vivid that majority of the respondents i.e., 66.3% had a total work experience of 5 Years or less. Only a handful number of respondents i.e., 6.1% had a total work experience of more than 10 years.
2. It was found that 76.8% of the respondents had a shorter working experience of less than 3 years in the present organization while 20% of the respondents had a working experience of 4 years or more but less than 7 years. Furthermore, only 3.2% of the respondents had a working experience of more than 7 years in the present organization.
3. Kaiser-Meyer-Olkin test was performed to ascertain the sampling adequacy of data. Results revealed it significant (0.905) for performing factor analysis. In addition Bartlett's test was performed which unveiled that there exists significant correlation between the variables.
4. The following items, "I am not learning (R)," "I don't feel very energetic(R)," "I pay attention to issues that aren't part of my daily work," and "I wonder how things can be improved," have been found to have no significant impact on employees' zeal for generating new and constructive ideas that may benefit both individuals and organisations.
5. It has been noticed that maximum respondents i.e., 51.8% opine that their manager is open to hearing new ideas.
6. 52.6% of the respondents agree to the statement that their manager is attentive to new opportunities and half of the respondents i.e., 50% thinks that their manager is open to discuss the desired goals of the organization and new ways to achieve them.

7. Majority of the respondents i.e., 53.7% thinks that their manager is available whenever they need any consultation regarding any problem. In addition 58.9% of respondents opines with the view that their manager is readily available whenever they need them.
8. It has been found that 60.5% of the respondents agree that their manager is ready to consult with their professional questions. Furthermore, 59.7% of the respondents thinks that their manager is ready to listen to their requests.
9. In regard with encouraging employees on taking up emerging issues, 58.2% of the respondents agree that their manager encourages them to take up emerging issues and 60.5% of the respondents feel that their manager is accessible for discussing emerging problems.
10. It is found that 48.9% of the respondents are not afraid to express their self at work and nearly half of the respondents i.e., 50.3% are not afraid to voice their views. In addition, 47.9% of the respondents feel that there is no threatening environment at work.
11. The study highlighted that majority of the respondents i.e., 54.5% finds themselves learning within the workplace. In addition 48.9% of respondents strongly agree to the statement that they continue to learn more and more as time passes by.
12. It is found that 50.8% of the respondents agree that they are continuously improving while working within the organization. Furthermore, 52.1% strongly agree that they have developed a lot as a person.
13. In regard with feeling alive and vital, 66.8% of the respondents agree to the statement whereas 63.7% agree that they feel energetic while working within the organization.
14. Nearly more than half of the respondents feel attentive and awake and looks forward to each new day.
15. 68.4% of the respondents agree that they search out new working methods, techniques or instruments which can help in accomplishing organizational goals. In addition 59.7%

respondents generate original solutions for problems they encounter while working. Furthermore 68.9% of the respondents try for finding out new approaches to execute tasks.

16. It has been revealed that 68.2% of the respondents make essential organizational members enthusiastic for new ideas. In addition, 56.3% of the respondents attempt their best to persuade people to support novel idea which can benefit the organization.

17. In regard with systematically introducing innovative ideas into work practises, 69.7% of the respondents look for ways to achieve it. Furthermore, more than half of the respondents i.e., 71.8% contribute in implementation of new and innovative ideas.

18. It has been found that 57.1% of the respondents agree that they put efforts in developing and achieving new things.

Additionally to the above, the study also revealed the following:-

<b>Objectives</b>	<b>Research questions</b>	<b>Findings</b>
To examine the relationship between inclusive leadership and thriving at work among employees	Does inclusive leadership ensure thriving at work among the employees?	From the study it is evident that Inclusive leadership positively and significantly co-relates with thriving at work ( $\beta=0.531$ , $p<0.005$ )
To examine the relationship between inclusive leadership and innovative work behaviour among employees	Does inclusive leadership cause innovative work behaviour among the employees?	The study revealed that inclusive leadership has a positive link with innovative work behaviour ( $\beta=0.62$ , $p<0.005$ )
To examine the mediating effect of psychological safety in the relationship between inclusive leadership and thriving at work among employees	What is the role of psychological safety on the relationship between inclusive leadership and thriving at work among the employees?	The study illuminated that there exists significant mediating effect of psychological safety in the relationship between inclusive leadership and thriving at work ( $\beta=0.051$ , $p<0.005$ )

To examine the mediating effect of psychological safety in the relationship between inclusive leadership and innovative work behaviour among employees	What is the role of psychological safety on the relationship between inclusive leadership and innovative work behaviour of the employees?	The study highlighted that there is no significant mediating effect of psychological safety in the relationship between inclusive leadership and innovative work behaviour ( $\beta=-0.006$ , $p>0.005$ )
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## 5.2 IMPLICATIONS

Hyper competitive business environment has increased the necessity for organizations to embrace creative methods in order to stay competitive. In such a pursuit, leadership is perceived to be one of the crucial factor in stimulating innovation and enthusiasm by creating psychologically safe environment for employees. Thus, this work adds to the pool of knowledge in several ways. First, our study has found that supportive behaviour of leaders develops a positive perception in the minds of employees towards their organization which leads to positive outcomes. Moreover this study made the presence of psychological safety more evident in the relationship between inclusive leadership and thriving at work among hospitality industry employees. Our study underline that when leaders are open and accessible then their employees are less afraid to take chances and adopt new ideas. Additionally, when employees can speak up without fear of retaliation, their zeal of learning and applying new idea flourishes. Thus, this notion of psychologically safe environment becomes a significant basis for creating an optimistic belief in the minds of the employees that their company is good and open-minded which triggers innovativeness and assists in organizational learning and vigour (Miron- Spektor and Paletz, 2020). Second this study adds to the existing literature by analysing the direct association of Inclusive Leadership on workplace thriving which lacks in literature. Previous studies on Thriving at work has mostly been examined as an intervening variable (Fang *et al.*, 2021;

Zeng *et al.*, 2020; Yang *et al.*, 2019). Hence this study helps in expanding our knowledge on the beneficial outcomes of thriving when leaders exhibit inclusiveness at work. Third the results indicate that psychological safety acts as a significant mediator in the interconnection between inclusive leadership and thriving at work highlighting the gravity of psychological safety therein. As on date, to the best of our understanding no previous research have proposed psychological safety as a mediator between Inclusive leadership with that of Innovative work behaviour and thriving at work in the setting of hospitality industry and thus this is a novel contribution in the current literature. Furthermore, through intense review of literature it has been highlighted that maximum studies on this relationships has been confined in western context and there exists a dearth of literature within Indian context.

Thus this study will deepen our understanding in encouraging leaders and management practitioners to create a positive and psychologically safe environment where employees can freely voice their views which will enable in building a cordial relationships among members within the organization. In addition, it also suggests leaders and practitioners to pay a closer attention in chalking out employees during selection process who are unbendable to new ideas and possess negative personality traits.

# **CHAPTER-6**

**CONCLUSIONS, LIMITATIONS  
AND FUTURE DIRECTIONS**

## **CHAPTER 6 : CONCLUSIONS, LIMITATIONS AND FUTURE DIRECTIONS**

### **6.1 CONCLUSIONS**

In a dynamic environment, innovation plays a crucial role in expediting growth and continuity of business firms. Implementing innovation is risky and predominantly requires employees changing their ways of thinking and acting. Equally important, it is the duty of the leaders to tolerate and respect employees viewpoints and providing them adequate opportunities to give their feedback and choice. This study aimed at analysing the interconnection between Inclusive leadership on innovative work behaviour and thriving at work with the mediation effect of psychological safety in the hospitality sector at Guwahati. The findings signified that there exists positive association of inclusive leadership on Innovative work behaviour and thriving at work among employees. Furthermore, it provides insights and empirical evidences to support the notion that Inclusive leadership behaviour of leaders enables in shaping an individual perception about organization that is conducive in producing creative benefits for the organization. Thus, efforts should be taken by management practitioners and leaders to promote the development of a supportive environment which can amplify in increasing the enthusiasm of employees thereby boosting in exhibiting innovative behaviour.

### **6.2 LIMITATIONS**

Despite the significant contribution made by this literature, our study has a number of limitations. First, our study concentrated on collecting data from one source i.e., employees which might fail to increase the confidence in the results due to single source effects. Additionally our data was gathered from hotel industry employees at Guwahati (A city at Assam) only. This can cause a concern of generalizability in multiple cultural

contexts. Furthermore, our research study focussed on studying the association between inclusive leadership and innovative work behaviour using one intervening variable i.e., psychological safety while there might be other unobserved variables as well such as intrinsic motivation, psychological empowerment, self efficacy and so on which can elucidate employees innovative work behaviour. Lastly this study was conducted with a smaller sample size due to the ill effects of COVID-19 pandemic which affected the business to a larger extent resulting in layoffs or terminating employees from workplace. This caused a probable hindrance in generalizing the outcome of the investigation.

### **6.3 SCOPE FOR FUTURE RESEARCH**

Despite the significant contribution made by this study, this research has some potential future directions which can act as a road map for other researchers. First, future research can test this relationship with a larger sample size which will be beneficial in generalizing the outcome of the study. Secondly, there is a urgency to test this relationship across different cultural contexts in order to conclude for similar behavioural outcomes. In similar vein, future research can test this model by collecting data from both managers and employees to reduce inflated results from single source effects. Furthermore, developing a longitudinal approach of this study may provide a different perspective and shed light on the cause and effect relationship at different settings. Last but not the least, this to the best of our understanding is the first study which is taking into consideration psychological safety as an intervening variable in describing the relationship between Inclusive leadership on Innovative work behaviour and thriving at work in the context of hospitality industry at Guwahati. Accordingly, future studies can consider studying similar relationship using other mediating variable to explore and enrich the outcome of the study.



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# **QUESTIONNAIRE**

# QUESTIONNAIRE

Dear Sir/ Madam

I am Diksha Dhar, a research scholar at Department of Rural Management (DRM), Babasaheb Bhimrao Ambedkar University (BBAU), Lucknow. I am conducting a study on **Inclusive Leadership as a precursor for thriving at work and innovative work behaviour among hospitality industry employees**. I will be grateful if you spare few minutes from your busy schedule to go through the questionnaire and answer to the questions given. I assure you that these information will be kept confidential and will be used for academic purpose only.

Yours Sincerely,

Diksha Dhar

## Personal Information

### **Gender**

Female

Male

Others

### **Total Work experience**

Upto 5 years

5-10 years

More than 10 years

**No. of years working in the present organisation**

- 0-3 years
- 4-7 years
- More than 7 years

**Job Profile**

- House keeping
- Steward
- Floor supervisors
- Front office
- Security
- Others

If others, Please specify \_\_\_\_\_

**Please tick the level of star hotel you belong to?**

- Less than 3 star hotel
- 3 star hotel
- 4 star hotel
- 5 star hotel

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**Given below are some statements that expresses an employee experience towards his organisation. Please read each statement carefully and indicate the one which best suits your opinion with regard to experience at your workplace**

- 1- Strongly Disagree**
  - 2- Disagree**
  - 3- Uncertain**
  - 4- Agree**
  - 5- Strongly Agree**
-

S.N.	Statement	1	2	3	4	5
1	My manager is open to hearing new ideas					
2	My manager is attentive to new opportunities					
3	My manager is open to discuss the desired goals and new ways to achieve them					
4	My manager is available for consultation on problems					
5	My manager is readily available					
6	My manager is ready to consult with my professional questions					
7	My manager is ready to listen to my requests					
8	My manager encourages me on taking up emerging issues					
9	My manager is accessible for discussing emerging problems					

10	I'm not afraid to be myself at work					
11	I am afraid to express my opinions at work. (r)					
12	There is a threatening environment at work. (r)					
13	I find myself learning often					
14	I continue to learn more and more as time goes by					
15	I see myself continually improving					
16	I am not learning (r)					
17	I have developed a lot as a person					
18	I feel alive and vital					
19	I have energy and spirit					
20	I do not feel very energetic (r)					
21	I feel alert and awake					
22	I am looking forward to each new day					

23	Overall : How much eager you are to learn and filled with energy for work?					
24	I pay attention to issues that are not part of my daily work					
25	I wonder how things can be improved					
26	I search out new working methods, techniques or instruments					
27	I generate original solutions for problems					
28	I find new approaches to execute tasks					
29	I make important organisational members enthusiastic for innovative ideas					
30	I attempt to convince people to support an innovative idea					
31	I systematically introduce innovative ideas into work practises					
32	I contribute to the implementation of new ideas					
33	I put effort in the development of new things					