

INCLUSIVE LEADERSHIP AND EMPLOYEES' VOICE BEHAVIOR: MEDIATING ROLE OF PERFORMANCE BASED PROMOTION

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ABSTRACT

This research aimed to examine the relationship between inclusive leadership, employees' voice behavior and the mediating effect of performance-based promotion. Based on comprehensive analysis of data obtained through random sampling of schools and secondary schools in Gilgit-Baltistan region, this research uses Statistical Package for Social Sciences (SPSS) to draw enlightening conclusions.

The main purpose of this research work was to investigate the relationships between inclusive leadership, employee voice behavior and the mediating mechanism of performance-based promotion. Inclusive leadership, characterized by a focus on involving diverse employees in decision-making and promoting an inclusive work environment, served as an independent variable. Employee voice behavior, which includes constructive communication and active sharing of ideas, is considered as the dependent variable. Performance-based promotion, acting as a mediator, moderates the effect of overall leadership on employee behavior. The research using methodology has shown that all variables have positive and meaningful relationships. Statistical analysis of the collected data reinforces the significant relationship between inclusive leadership, employee voice behavior and performance-based promotion. These findings contribute to the understanding of how inclusive

leadership practices can motivate employees to engage in constructive voice behavior and how this relationship is affected by the potential for performance-based promotion.

This study not only increases our understanding of organizational dynamics, but also emphasizes the importance of cultivating inclusive leadership practices to foster a culture of employee engagement and exchange of ideas. As organizations strive to foster environments conducive to innovation and growth, it becomes imperative to recognize the pivotal roles of inclusive leadership and performance-based promotion.

Keywords: Employees' Voice Behavior, Gilgit Baltistan, Inclusive Leadership, and Performance Based Promotion.

INTRODUCTION

Leadership, whether supportive or authoritarian, has been practiced in the world since people first interacted. However, with the reason of faster technological, cultural and demographic growth Communication and Organizations have been changed and Leaders have been facing new and tough challenges. Leadership is no longer used in the perspective of paid work because the evolution of the working environment has developed new ways of shaping relationships between leaders and their employees, employees now have rights and value, and they have begun to create more of a distinction between work and leisure time.

There have been numerous studies, particularly in the last three decades, that have emphasized the significance of leadership in pushing individuals to communicate their thoughts and knowledge. These studies have led to an explosion in models and theories about how to make the work environment that focus on works, processes, people even the relations between the stakeholders in a task and finally on how to overcome challenges to for the achievements of their goals. This study will evaluate inclusive leadership's relationship with employee voice behavior using a variety of parameters. Through performance-based promotion, this study aims to examine how inclusive leadership influences employee voice behavior.

BACKGROUND

Leaders are facing challenges of economic adversity and extreme uncertainty while employees seek coherence and guidance. It is a fact that more than ever, there is a need for inclusive leadership in meeting the needs of organizations and employees. Inclusive leadership is the combined use of experiences, awareness, and insight to set direction, ensure safety, empower employees, and guide activity to achieve long term results (Chris Ellis, 2020). According to center for creative leadership, Leaders with competencies of self-awareness, social awareness, blind spots, listening to understand, connected with employees, vulnerability and good investor resources in inclusion, can be considered as an inclusive leader. Inclusive leadership implies a connection between leaders and employees that achieves results for both parties. It signifies "doing things with people as opposed to people" (Hollander, 2012).

Employees participate in decision-making rather than being manipulated by those in charge, and respecting employees, appreciating each individual, responsiveness, and responsibility are crucial for the effective implementation of inclusive leadership (Ho & Management, 2017). Employees' voices are a socially based activity that may be influenced favorably or adversely by the conduct of leaders, This study has shown that inclusive leadership may have a favorable impact on employees' voice behavior (Qi & Liu, 2017). There have been enough studies that have proved that employees can contribute in organization in many ways, especially if leaders give them voice. Employees, who can share their ideas, suggestions, information and opinions about the operations running in the business, are key players of the organization (Dyne et al., 2003). Leaders with the help of employees who have voice can enhance organizational effectiveness because motivated employees can provide solutions for critical problems in the organization (Detert & Burris, 2007). Leaders should make such an

environment in which employees feel easy to use their voice in the organization because studies have revealed that employees afraid of using voice as they have concern that the voice associated with risks and consequences (Liu et al., 2010). Particularly when leaders trust in their talents and support, excite, and drive them to create changes for the future, employees are more likely to speak up (Detert & Burris, 2007).

The attitude of organizations has changed, now leaders are depended on information from all levels of organization because of growing competitive business environment (Srivastava et al., 2006). In other words, giving a voice to the employees means organization has voice (Wilkinson & Fay, 2011). Many researchers' studies have shown the existence of a link between company culture and employee voice habits. Organizational culture has a huge impact on people and the organization (Schein, 1990). The motivation of employees is influenced by company culture (Egan et al., 2004). The current study will examine whether, if a business has a performance-based promotion system, workers will be encouraged to use their voice, or whether there is no link between performance-based promotion and employee voice behavior.

Employee motivation and performance management studies were conducted in the early 1400s, when salaries and performance were strictly managed and piecework was used to compensate people as needed (George, 1972). Taylor attempted a variety of methods to boost productivity and staff effectiveness. During his studies, he discovered that employees felt that if they worked efficiently and quickly, they would push others out of employment. So, based on his findings, he decided that the ultimate incentive for increased performance was a reward (Taylor, 1911). Leaders have used motivation as a tool to motivate people to perform in order to get the greatest results in the most efficient and effective way possible (Bessell et al., 2002).

Studies on promotion systems in human resource management (HRM) have shown that promotion systems impact practically all elements of organizational existence (Tarurhor, 2021). Employees believe that performance-based promotions are fair, but non-performance factors for promotions are unreasonable. The promotion criteria that employees perceive impact their strategies and actions (Gould et al., 1984). Employees' drive for progress fosters a competitive environment. Promotion within the organization influences the movement of talent upward and allows the corporation to fill strategically important jobs (Geletkanycz & Hambrick, 1997). Performance-based promotion is considered a human resources (HR) technique since it motivates employees (Sun et al., 2007). According to a study carried out in China (Sun et al., 2007), Investigations into the relationships between high-performance human resource practices, productivity, and turnover revealed that organizational citizenship behavior (OCB), which prioritizes service, significantly moderated the relationships.

Performance-based promotion mediates this association, according to research on how inclusive leadership affects employees' voice behavior. This is so because inclusive leadership encourages people to speak out and share their thoughts and opinions, which promote a climate of psychological safety and trust in the workplace. The consequence is a more innovative and productive workplace.

The study will also discover that the link between inclusive leadership and workers' vocal behavior is mediated by performance-based promotion. In other words, the beneficial impact of inclusive leadership on employees' voice behavior will be enhanced when leaders promote staff members based on their performance.

Overall, the findings of this study will show that inclusive leadership is an effective way to promote employees' voice behavior in the workplace, and that performance-based promotion can reinforce this effect. Therefore, organizations should prioritize developing and promoting inclusive leadership practices and implementing performance-based promotion systems to encourage employees to voice

their opinions and ideas.

Nearly every day, technological growth changes the worldwide environment. Modern globalization has a significant influence on organizational culture. The workforce is now of greater concern in the firm. According to research data, companies that have a good staff retention ratio always maintain a high level of market share. Employee welfare, satisfaction, and motivation are central to modern organizational policies. Employees are now a basic and important aspect of an organization's success, particularly those with the ability to speak up.

As a consequence, it is vital to study how, with the help of various mediators and moderators, workers' voice behavior may be enhanced and encouraged, as well as why voice is not commonly done by employees and why voice is not appreciated by leaders.

This study will enhance the knowledge about inclusive leadership's relationship with employees' voice in the light of performance-based promotion. This study's findings can be used in managerial decision-making process. This study contributes to make services quality well and improved, doing so it will improve productivity and customer satisfaction. As a result, organization will enjoy success.

THEORETICAL SUPPORT

Affective events theory (AET) has been aided in the support of the current research model. Howard Weiss and Russell Cropanzano created this idea in 1996. This theory describes the connections between emotions and actions (job performance and job satisfaction) in the workplace. Industrial and organizational psychology uses this theoretical orientation.

LITERATURE REVIEW

The Relationship between Inclusive leadership and Employees voice Behavior

Inclusive leadership is a management style that values diversity, promotes inclusivity, and increases worker engagement. On the other hand, employee vocal behavior reflects employees' eagerness to express their opinions, ideas, and interests at work. This article will review existing research on this topic, focusing on the relationship between inclusive leadership and employee voice behavior. Many studies have examined this relationship. For example, (F. found Wang and Shi 2021) found that inclusive leadership positively affects employee voice behavior. Their research indicated that inclusive leadership creates a psychologically safe workplace and encourages employees to share their ideas.

Similarly, (Zhong, Li, Luo, and colleagues 2022) revealed that employees' vocal behavior is positively related to inclusive leadership. Their research showed that inclusive leaders create a work environment in which employees feel comfortable expressing their ideas and concerns.

Additionally, (Jolly, Lee, and their team 2021) conducted a meta-analysis of 78 research papers to examine the relationship between employee voice behavior and inclusive leadership. Their findings indicated that inclusive leadership positively influences employee voice behavior, and this relationship is stronger when leaders promote inclusiveness rather than simply verbalizing it. According to (Guo et al., 2020) inclusive leaders can encourage and appreciate the employees to show their skills and contribute to help out to achieve the goals and objectives of the organizational. They added that inclusive leaders can develop an interactive relationship with their employees by giving them importance and by paying their attention to understand the problems that are being faced by employees. After finding out the real problems of the employees inclusive leaders can be able to find out an appropriate solution. This method encourages a cooperative link between inclusive leaders and employee behavior, and this relationship strengthens employees' involvement in organizational activities by increasing their level of satisfaction, candor, effectiveness, and availability (Guo et al., 2020). According to (Blomme et al., 2015) Leaders who are inclusive provide the resources—such as

time, information, and funds—necessary for the involvement of effort. Additionally, inclusive leaders encourage their team members to work harder and more effectively for the company (Blomme et al., 2015).

Furthermore, inclusive leaders treat everyone equally in various circumstances because of this behaviour employees feel satisfaction and do their best as they can do (Javed et al., 2019). The cultural foundation viewpoint revealed that when inclusive leaders show their receptive behaviour then diverse beliefs of employees, diverse actions and mistakes can be managed on the right way and employees from divers environment can work as a team for the organization (Zeng et al., 2020). Inclusive leaders enable employees to work freely and contribute in decision-making. Inclusive leaders appreciate their workers, acknowledge employees' worth, offer them assistance and guidance, and comprehend their requirements (Naseer et al., 2021; Wang & Shi, 2021). According to (Zhu et al., 2020) inclusive leadership has strong relationship with employees' voice behavior that has been investigated in many researches with the help of different moderators and mediators (Shahid & Sajid, 2020; Zhu et al., 2020).

Based on the literature, we can conclude that inclusive leadership has a significant positive impact on employees' voice behavior. Leaders who prioritize inclusion by valuing diverse viewpoints, fostering a sense of belonging, and creating a culture of psychological safety encourage their employees to share their opinions, ideas, and concerns. Employees who feel valued, respected, and heard are more likely to engage in vocal behavior, such as suggesting improvements, raising issues, and sharing their knowledge and experiences. Inclusive leaders also empower their employees to challenge the status quo and innovate, leading to enhanced organizational performance and results. Therefore, it is essential for leaders to create an inclusive work environment that enhances employee voice behavior, which contributes to creating a more engaged, productive and resilient workforce.

H1: There is positive association between the relationship of inclusive leadership and employees' voice behavior.

The Relationship between Inclusive leadership and Performance Based Promotion

The capacity of leaders to foster a work environment where each person is respected and their distinctive opinions and ideas are acknowledged and included is known as inclusive leadership. Increased employee engagement, job happiness, and retention, as well as improved organizational performance, have all been associated with inclusive leadership. One area of interest regarding inclusive leadership is its relationship with performance-based promotion. Performance-based promotion is a system in which employees are rewarded based on their performance and contributions to the organization.

Research has shown that there is a positive relationship between inclusive leadership and performance-based promotion. A study by (Kaiser et al., 2008) found that organizations with more inclusive leaders were more likely to use performance-based promotion systems. Inclusive leaders tend to value and reward employees based on their individual performance, rather than relying on factors such as seniority or tenure.

According to (Gruman & Saks, 2011) many modern firms are implementing performance management systems as a means of generating improved levels of job performance. They said that a performance management system should be oriented in order to best meet the goal of providing performance increments in order to enhance employee engagement. They discussed novel approaches to the performance management process that will increase employee engagement and grant promotions accordingly. They presented a model of engagement and suggested new ways to think about how to promote and manage employee to achieve high levels of job performance (Gruman & Saks, 2011). According to (West, 2004) to accomplish the goal of enhancing team performance Prior to improving performance at the team level, leaders must first demonstrate their ability to influence others. This is

necessary since improving performance merely at the individual level is insufficient. The team members will recognize their responsibilities in the team if inclusive leaders share their views and information with them during the decision-making process, which will ultimately improve team performance (West, 2004).

According to (Yao & Qiao, 2023) due to the performance-based promotion system, local governments in China prioritize present economic performance of businesses over research capabilities, And they advised that performance based promotion should be followed to get better result and to motivate firms to show better performance (Mehmood et al., 2023; Mehmood, Rasool, et al., 2024; Yao & Qiao, 2023). So on behalf of this study it can be said that if inclusive leaders focus on the performance of employees and give them rewards and promotion on employees' performance then employees will be motivated and do their best to show good performance to get rewards and promotion. So performance based promotion can play mediating role with inclusive leadership to motivate employees to show their performance and skills and skillful employees can communicate easily with inclusive leaders to give them new ideas and concerns.

So, on behalf of above literature, we can say that there is evidence to suggest that inclusive leadership is positively related to performance-based promotion and can enhance the effectiveness of such systems. By valuing and recognizing individual contributions, inclusive leaders can create a work environment that promotes fairness and job satisfaction, ultimately leading to improved organizational performance.

H2: There is positive and significant relationship between inclusive leadership and performance-based promotion.

The Relationship between employees' voice behavior and Performance Based Promotion

Employee voice behavior refers to the extent to which employees actively and constructively express their opinions, concerns, and suggestions about work-related issues within their organization. Performance-based promotion, on the other hand, is a system in which employees are promoted based on their performance rather than their seniority or other factors.

Research indicates that employee voice behavior positively affects various aspects of organizational performance, such as job satisfaction, organizational commitment, and innovation (Li, Liang, & Crant, 2010). When employees realize that their opinions are heard and valued, they tend to be more engaged and dedicated to their work, which ultimately improves overall performance.

Employee voice behavior may be a key factor in determining which employees get promoted in the context of performance-based promotions. According to research, managers are more willing to encourage workers who voice behaviors like making suggestions and giving criticism than those who do not (Ho & Management, 2017; Mehmood, Bano, et al., 2024). This is because employees who engage in voice behavior are often seen as more competent, knowledgeable, and committed to their work, which makes them more likely to be viewed as deserving of promotion.

According to studies, performance-based promotions and employee voice behavior are positively correlated. Employees are more likely to use voice behavior if their rewards are based on performance and accomplishments. This is because they believe that the company values their thoughts and suggestions and that they have more control over their working environment.

Additionally, workers who receive rewards based on their performance and accomplishments are more likely to be content in their positions. Increased drive and dedication to the organization may result from this satisfaction. These individuals are therefore more inclined to use voice behavior to enhance organizational success.

Promoting employees on the basis of merit and their performance , rather than considerations

of the employees' personal loyalty and political orientation enhances social and economic developments, improves the efficiency of employees and management team and positively affects employee voice (Cooper, 2018; Mehmood et al., 2021).

So, on behalf of above literature we can say that the relationship between employees' voice behavior and performance-based promotion is complex and multi-faceted. Voice behavior refers to employees' willingness to speak up and share their opinions, ideas, and concerns with their supervisors and colleagues. Performance-based promotion, on the other hand, is a system that rewards employees based on their job performance and contributions to the organization.

Research has shown that employees who engage in voice behavior are more likely to be viewed as valuable contributors to the organization, and they may be more likely to receive promotions and other rewards. Additionally, performance-based promotion systems can incentivize employees to engage in voice behavior, as they know that their contributions will be recognized and rewarded.

Overall, organizations that want to promote employee engagement and performance should consider implementing performance-based promotion systems and creating a culture that encourages voice behavior. By doing so, they can create a work environment where employees feel valued, supported, and motivated to contribute to the organization's success.

H3: There is positive relationship between performance-based promotion and employees' voice behavior.

Mediating role of performance-based promotion between inclusive leadership and employees' voice behavior

Performance-based promotion refers to a reward system where employees are promoted based on their performance rather than seniority or tenure. Inclusive leadership, on the other hand, is a leadership style that promotes an environment where all employees are treated fairly, and their diverse perspectives are valued and employees are promoted to the next after checking their performance and how well for example an employee is suited for his or her position (Choi et al., 2017).

Inclusive leadership facilitates an environment where employees feel safe to express their opinions and ideas without fear of retaliation or discrimination (Randel et al., 2018). When employees believe that their performance is evaluated fairly, they tend to trust their leaders more and feel more comfortable expressing their ideas. In addition, fair performance-based promotions indicate that hard work and good performance are recognized and rewarded, which can motivate employees to speak up and share their ideas (Sibunruang & Kawai, 2023).

In addition, performance-based promotion can reinforce the importance of inclusive leadership. Leaders who prioritize inclusivity and diversity are more likely to recognize and reward the contributions of all employees, regardless of their background or identity (Kim & Briscoe, 1997). When employees see that their leaders value diversity and inclusivity and promote based on performance, they are more likely to feel a sense of belonging and trust in their organization, which can lead to increased voice behavior (Randel et al., 2018).

In summary, performance-based promotion may play a mediating role (the specific gap of this study and expected to be proved after findings) between inclusive leadership and employees' voice behavior by creating an environment where employees feel safe to express their opinions and ideas, and by signaling that hard work and good performance are valued and rewarded.

H4: Performance-based promotion act as mediator between the relationship of inclusive leadership and employee voice behavior.

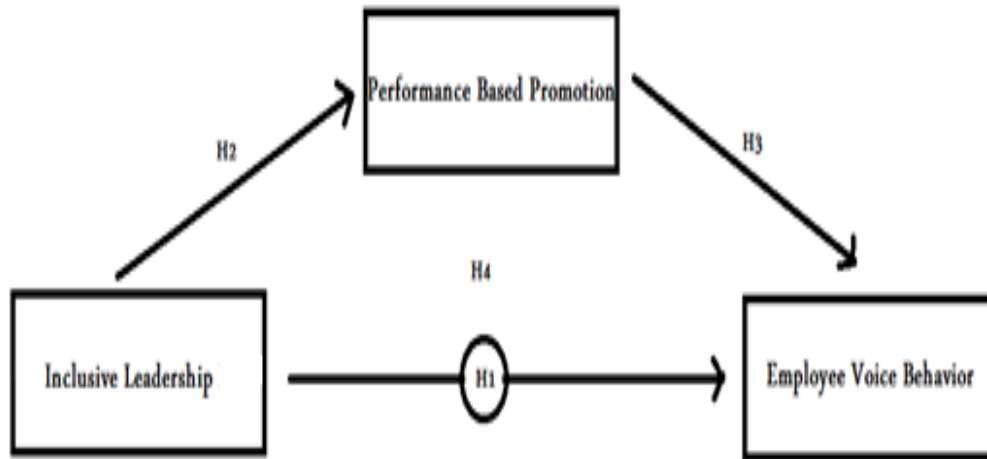


FIGURE 1RESEARCH MODEL

HYPOTHESES

H_1 : There is positive association between the relationship of inclusive leadership and employees' voice behavior.

H_2 : There is positive and significant relationship between inclusive leadership and performance-based promotion.

H_3 : There is positive relationship between performance-based promotion and employees' voice behavior.

H_4 : Performance-based promotion act as mediator between the relationship of inclusive leadership and employee voice behavior.

METHODOLOGY

RESEARCH DESIGN

This study's philosophical methodology is discussed earlier in the chapter. This chapter's part explains the research design, the survey's chosen method, the study's population and sample, the instrumentation and demographics in-depth, the sources, and the technique for gathering data. This chapter also offers data analysis and structural equation modeling application-related knowledge. The chapter is finished with an analysis.

The conceptual and methodological techniques that underpin this work are described in this section. To lay the groundwork for a research plan, a research model must be in line with a philosophical viewpoint. Post-positivism, constructivism, advocacy/participatory, and pragmatism are the four philosophical paradigms now being studied. An epistemological perspective known as positivism aims to apply the methods of natural sciences to all social sciences. This paradigm served as the foundation for all study methodology, processes, and actions. The researcher then comprehends and explains the particular phenomena by taking in and comprehending the theories about the particular phenomena under study using an objectivist viewpoint and an assumption of epistemology (Smith, 1998).

A researcher's broad strategy for incorporating many components of the study in a logical and cohesive

manner to solve research challenges is referred to as the research design. It acts as a guideline to investigate the problem (Sekaran & Bougie, 2016). The plan for data collection, measurement, and analysis is part of the research design (Trochim, 2006). The type of approach that the researcher can choose will depend on the study problem. A suitable study design is chosen using the following standards: (1) The purpose of the research study; (2) The type of data needed; (3) The kind of subjects; (4) The manipulation of independent variables; (5) The amount of the researcher's control over the case being studied; and (6) The focus on historical or modern occurrences. In the social sciences, various research methodologies are used. It is possible to examine the relationship between study variables by employing a quantitative research methodology and a relatively high sample size (Kreuger & Neuman, 2006).

Target population consists of individuals or organizations under the scope of the study (Sekaran & Bougie, 2016). Primary and secondary school sector of Pakistan was my population. Zikmund (2003) and Sekaran and Bougie (2016) contend that it is impractical to get data from the entire population being studied. In order to analyze the entire population, researchers need a small unit of the population that shares almost all of its traits and adequately represents the entire population (Cavana et al., 2001). Primary and secondary school sector of Gilgit Baltistan were randomly selected for my study as a sample. A questionnaire has been used to collect data for Independent, dependent variables and mediator of current research to get accurate information.

MEASURES

The Inclusive Leadership Scale (Carmeli et al., 2010) was modified to use a nine-item scale to assess inclusive leadership. Six item scale derived by Van Dyne & Le Pine (1998) was adapted to measure Employee Voice Behavior. Ten items scale used by Jessica Janina Hornbach (2013) was adapted to measure performance-based promotion.

DATA ANALYSIS TECHNIQUES

Collected data has been analyzed by SPSS software and for checking the reliability of data one way ANOVA test has been applied. To test the hypotheses and model fitness few other tests have been applied. Preacher and Hayes' MACRO process has been deployed for mediation analysis. Common factor analysis and model for goodness has been applied to check scales validity.

DATA ANALYSIS

This section covers all results generated through SPSS after posting all data received through a questionnaire. It consists of two parts. The first part is covering all demographic data, and the second part is focusing the reliability of the data and then the relationship among various constructs developed through the model.

Reliability Analysis

Any research project needs to consider the validity and reliability of the research tools. It is essential to first verify the validity and reliability of the instrument before using it for data collection. When a research tool is reliable, repeated studies yield comparable findings and outcomes. The validity of study outcomes is influenced by a dependable instrument. To ensure its validity, this questionnaire was submitted to educational professionals.

TABLE 1 RELIABILITY ANALYSIS

Variable	Cronbach's Alpha Value	No. of Items
Inclusive Leadership	.875	9
Employees' Voice Behaviour	.799	6
Performance Based Promotion	.840	10

A scale or questionnaire's internal consistency or reliability is measured by Cronbach's Alpha, which shows how strongly the items within each variable correlate with one another. (Cronbach, 1951). Higher Cronbach's Alpha values imply that the items within the variable are more reliable and consistent. For research purposes, a Cronbach's Alpha score of 0.7 or higher is generally regarded as acceptable, therefore all scales of current study have reliability value well within the acceptable range. Good internal consistency is indicated by a number greater than 0.8. A number greater than 0.9 denotes extremely strong internal consistency. It was created by Lee Cronbach in 1951 and is frequently used in research and psychometrics to assess how connected and consistent a group of questions are that are meant to measure the same construct.

Table number 1 shows the reliability of all instruments used for this study and the details are below.

Descriptive Statistics

TABLE 2 DESCRIPTIVE STATISTICS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	343	1	2	1.38	.485
Age	343	1	4	1.61	.665
Experience	343	1	5	1.74	.985
Qualification	343	1	4	2.70	.820
IL	343	1.00	5.00	2.6913	1.14846
PBP	343	1.00	5.00	2.9616	1.18040
EVB	343	1.00	5.00	3.1139	.99466
Valid N (list wise)	343				

A subset of statistics called descriptive statistics uses data organization, summarization, and presentation to characterize different facets of a dataset. In order for researchers and analysts to comprehend patterns, trends, and characteristics of the information at hand, it gives a simple and clear overview of the data. There are three primary groups of measures used in descriptive statistics. (1) Averages, medians, and modes are examples of central tendency measures. (2) Variability measures, such as the standard deviation, variance, minimum and maximum variables. (3) a frequency distribution that explains how often certain data occur within the data set. (By ADAM HAYES, March 21, 2023 Update)

Table number 2 shows the mean values and standard deviation values of variables and demographic of participants. The mean value of gender is 1.38 with a standard deviation of 0.485. The mean value of age is 1.61 with a standard deviation of 0.665. The mean years of experience are 1.74 with a standard deviation of 0.985. Qualification: The mean qualification score is 2.70 with a standard deviation of 0.820. Inclusive Leadership (IL): The mean IL score is 2.6913 with a standard deviation of 1.14846. The mean PBP score is 2.9616 with a standard deviation of 1.18040. The mean EVB score is 3.1139 with a standard deviation of 0.99466.

Sample Size: The total number of respondents in the sample is 343.

Correlation Analysis

TABLE 3 CORRELATION ANALYSIS

		Gender	Age	Experience	Qualification	IL	PBP	EVB
Gender	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	343						
Age	Pearson Correlation	-.036	1	**				
	Sig. (2-tailed)	.506						
	N	343	343					
Experience	Pearson Correlation	.003	.404**	1	**		*	
	Sig. (2-tailed)	.957	.000					
	N	343	343	343				
Qualification	Pearson Correlation	-.001	.031	.177**	1			
	Sig. (2-tailed)	.978	.571	.001				
	N	343	343	343	342			
IL	Pearson Correlation	-.054	-.013	-.052	.043	1	**	**
	Sig. (2-tailed)	.315	.808	.336	.427			
	N	343	343	343	343	343		
PBP	Pearson Correlation	-.007	-.063	.127*	.036	.524**	1	**
	Sig. (2-tailed)	.902	.247	.018	.505	.000		
	N	343	343	343	342	343	343	
EVB	Pearson Correlation	-.019	-.012	.035	.083	.328**	.237**	1
	Sig. (2-tailed)	.720	.820	.516	.127	.000	.000	
	N	343	343	343	343	343	343	343

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

* . Correlation is significant at the 0.05 level (2-tailed).

A statistical method called correlation analysis is used to look at the link between two or more variables. It aids researchers in figuring out whether and how many changes in one variable are correlated with those in another. Quantifying the strength and direction of the relationship between the variables is the primary goal of correlation analysis (Mukaka, 2012).

The values of the correlation coefficient range from -1 to 1:

If the value is positive, there is a positive correlation between the two variables, which means that if one variable rises, the other tends to rise as well.

If the value is negative, there is a negative correlation, which means that when one variable rises, the other tends to fall.

There is no linear relationship between the variables, as shown by a value of 0.

Based on the explanation of correlation analysis, Table 3 shows significant associations among all variables used in this study. This is because all variables' correlation values fall between 0 and +1. Thus, it can be measured that all variables are significantly associated with each other, and when one variable increases, the others tend to increase as well.

Regression

In data analysis and machine learning, regression is a statistical method used to simulate the connection among a dependent variable with more than one independent variable. Inferring the value of the dependent variable from the values of the independent variables is its goal.

The independent variables are those that could affect or predict the dependent variable, which is the one that the researcher is trying to predict or explain. There is only one independent variable in basic linear regression, whereas there are two or more in multiple linear regression (Brimacombe, 2016);

Direct Effects.

Direct Effects of IL and EVB

TABLE 4 DIRECT EFFECTS OF IL AND EVB

Regression Statistics					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.879	.130		29.928	.000
IL	.284	.044	.328	6.416	.000

a Dependent Variable: EVB

In this regression analysis, the relationship between the dependent variable (Employees' Voice Behaviour) and an independent variable (Inclusive Leadership) has been examined. The analysis aims to understand how changes in the independent variable (Inclusive Leadership) relate to changes in the dependent variable (Employees' Voice Behaviour).

According to the model, The positive coefficient of 0.284 suggests that as the value of Inclusive Leadership increases, the value of Employees' Voice Behavior tends to increase as well. And with the t-value of 6.416 and Sig. Value of .000 we can confidently conclude that there is a significant positive relationship between the independent variable (Inclusive Leadership) and the dependent variable (Employees' Voice Behavior).

Based on the findings mentioned above, findings suggest that when Inclusive Leadership increases, Employees' Voice Behavior tends to increase as well. This relationship is statistically significant.

Direct Effects of IL and PBP

TABLE 5 DIRECT EFFECTS OF IL AND PBP

Regression Statistics					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
2 (Constant)	1.512	.139		10.904	.000
IL	.538	.047	.524	11.358	.000

Dependent Variable: PBP

Here, the association between an independent variable (Inclusive Leadership) and a mediator variable (Performance Based Promotion) has been investigated. The research tries to comprehend how changes in the mediator variable, performance-based promotion, connect to changes in the independent variable, inclusive leadership.

As model says the unstandardized coefficient (B) for Inclusive Leadership is .538, and the unstandardized coefficient (B) for Performance Based Promotion is 1.512, and the Std. Error for inclusive leadership is .047, and the Std. Error for Performance Based Promotion is .139, and the standardized coefficient for Inclusive Leadership is .524, and the t-value for Inclusive Leadership is 11.358, and the t-value for Performance Based Promotion is 10.940, and the p-value for Inclusive Leadership is .000 and the p-value for Performance Based Promotion is .000.

Based on the findings mentioned above, final result of the regression analysis suggests that both "Inclusive Leadership" and "Performance Based Promotion" are statistically significant predictors of the dependent variable.

Direct Effects of PBP and EVB

TABLE 6 DIRECT EFFECTS OF PBP AND EVB

Regression Statistics					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
3 (Constant)	3.707	.141		26.234	.000
PBP	.200	.044	.237	4.514	.000

a Dependent Variable: EVB

The present analysis has looked at the association between a mediator variable (performance-based promotion) and a dependent variable (employees' voice behavior). Understanding the relationship between changes in the dependent variable (Employees' Voice Behavior) and changes in the mediator variable (Performance Based Promotion) is the goal of the analysis.

As model says the unstandardized coefficient (B) for Performance Based Promotion is .200, and the unstandardized coefficient (B) for constant (Employees' Voice Behavior) is 3.707, and the Std. Error for PBP is .044, and the Std. Error for EVB is .141, and the standardized coefficient for Inclusive PBP is .237, and the t-value for PBP is 4.514, and the t-value for Employees' Voice Behavior is 26.234, and the p-value for PBP is .000 and the p-value for EVB is .000.

The conclusion, based on the aforementioned findings, points to a statistically substantial and favorable direct influence of "Performance Based Promotion" on "Employees' Voice Behavior." The high p-value (0.000) and low coefficient value (0.200) show the significance of the association and the size of this effect, respectively.

Mediation Analysis

Mediation values in in this study refer to the strength and direction of the indirect effect of a mediating variable on the relationship between an independent variable and a dependent variable. The interpretation of mediation values involves evaluating the significance and magnitude of the indirect effect and its contribution to the overall relationship between the variables. A mediator is a variable in a chain whereby an independent variable causes the mediator which turn causes the outcomes variable (Koopman et al., 2014). The indirect hypotheses of the study tested by using the bootstrapping methods suggested by (Hayes, 2009).

TABLE 7: TOTAL EFFECT OF INCLUSIVE LEADERSHIP ON PERFORMANCE BASED PROMOTION

Model Summary	
R-sq	p
.2091	.0000

Variation 21% in performance-based promotion mediator variable due to Inclusive leadership that is independent variable. $p < .001$ show that there is a significant relation between inclusive leadership and performance-based promotion.

Figure 6: Direct effect of IV on DV

TABLE 8 TOTAL EFFECT OF IV AND MVs ON EMPLOYEES VOICE BEHAVIOUR

Model Summary	
R-sq.	p
.4415	.0000

44% is direct effect on employee's voice behavior dependent variable) due to Inclusive leadership that is independent variable. $p < .001$ show that there is a significant relation between inclusive leadership and performance based promotion.

TABLE 9: OVERALL EFFECT

	Effect			p		
Total effect of X on Y	.6038			.0000		

In Table 9 shows that the 60% total effect. It indicate that how much effect the independent variable on dependent variable through mediating variables.

TABLE 10: DIRECT EFFECT OF IV ON DV

	Effect			p		
Direct effect of X on Y	.4565			.0000		

In Table 10 shows that the 46% is direct effect the inclusive leadership on employees voice behaviour and p values shows that there is a significant relation.

TABLE 11: INDIRECT EFFECT

Indirect effect of X on Y	Effect		BootSE	BootLLCI	BootULCI
Total	.1523		.0393	.0265	.0798

The Table 11 shows that there is a n effect of mediation. As per above table the total mediation is exist up to 15%. It means the mediation is existing. In other words if there is change in mediators then it will effect 15% on dependent variable. As for the significance the boot lower level confidence interval and upper level confidence interval values indicates that there is a significance relationship. Any how the value shows that there is low level significance. Interval between lower level CI and upper level CL is non-zero value, therefore mediation exists.

Discussions

The first objective of the study was to investigate the association between inclusive leadership and employees' voice behavior. So the first hypotheses of this study was

"H₁: There is a positive association between inclusive leadership and employees' voice behavior".

Previous research suggests that inclusive leadership, which emphasizes creating an environment of psychological safety, respect, and equal opportunities for all employees, can lead to enhanced employee voice behavior. Employees feel more comfortable and confident in sharing their ideas, concerns, and suggestions in such a work environment (Fang et al., 2019). Numerous studies have linked inclusive leadership with increased voice behavior among employees. Surveys and interviews conducted within

different organizations have consistently shown that employees working under inclusive leaders are more likely to express their opinions and contribute constructively to decision-making processes (Hollander, 2012).

Through empirical analysis, it was found that there is a positive and significant association between inclusive leadership and employees' voice behavior. Inclusive leadership fosters an environment where employees feel valued, respected, and empowered to express their ideas and concerns openly.

The second objective focused on examining the relationship between inclusive leadership and performance-based promotion. So the second hypotheses of this study was

"H₂: There is a positive and significant relationship between inclusive leadership and performance-based promotion."

Inclusive leaders tend to recognize and reward employee contributions fairly and transparently. This recognition fosters a sense of belonging and motivates employees to perform at their best, leading to a positive association between inclusive leadership and performance-based promotion.

Research on organizational behavior has highlighted that inclusive leadership positively affects employees' perception of fairness in the promotion process. Consequently, employees are more likely to believe that their efforts and achievements are acknowledged, resulting in increased performance-based promotion opportunities (Kaiser et al., 2008; Rahim et al., 2021).

The results revealed a positive and significant correlation between inclusive leadership and performance-based promotion. Inclusive leadership practices promote a merit-based culture that recognizes and rewards employees' contributions, which, in turn, positively influences performance-based promotion opportunities.

The third objective aimed to explore the link between performance-based promotion and employees' voice behavior. So the third hypotheses of this study was

"H₃: There is a positive relationship between performance-based promotion and employees' voice behavior."

Performance-based promotion systems often encourage employees to exhibit exceptional performance and contribute significantly to the organization. When employees see that their voice and contributions are rewarded through promotions, they are more inclined to engage in voice behavior to further improve the organization (Li et al., 2010).

Studies on organizational psychology have shown that employees who receive performance-based promotions are more likely to actively participate in organizational communication and voice their opinions. The perceived linkage between voice behavior and promotional prospects encourages employees to engage in open communication.

The findings demonstrated a positive relationship between performance-based promotion and employees' voice behavior. When employees perceive that their contributions and efforts are recognized through performance-based promotions, they are more likely to engage in constructive voice behavior.

The fourth objective involved investigating the mediating role of performance-based promotion in the relationship between inclusive leadership and employees' voice behavior. So fourth hypotheses of this study was

"H₄: Performance-based promotion acts as a mediator between the relationship of inclusive leadership and employee voice behavior."

In this study, performance-based promotion was expected to play a mediating role in the relationship between inclusive leadership and employees' voice behavior. To my knowledge, no previous research has examined performance-based promotion as a mediator in this context. Therefore, the basic

hypothesis of this research was that performance-based promotion mediates the relationship between inclusive leadership and employee voice behavior.

The results of the study supported this hypothesis, indicating that performance-based promotion mediates the relationship between inclusive leadership and employee voice behavior. This suggests that one mechanism through which inclusive leadership enhances employee voice behavior is by creating a performance-based promotion system that encourages employee participation and input.

In conclusion, this study demonstrated the positive effect of inclusive leadership on employees' voice behavior. It also highlighted the importance of performance-based promotion as a mediating factor in this relationship. These findings underscore the need to develop inclusive leadership practices and performance-based reward systems to foster a culture of open communication and active employee engagement within organizations.

Conclusions

The study "The Impact of Inclusive Leadership on Employees' Voice Behavior: The Mediating Role of Performance-Based Promotion" produced encouraging findings that supported all the study's hypotheses. The goal of the study was to examine how inclusive leadership, employee voice behavior, and the mediation effect of performance-based promotion are related.

This study set out to investigate the effects of inclusive leadership on the voice and conduct of employees within an organizational setting. The study also aimed to investigate the function of performance-based promotion as a possible mediator in this relationship. By fulfilling these goals, the study hoped to advance our understanding of organizational performance, employee behavior, and leadership.

Recommendation

I am happy to offer my support for the creative research that has effectively demonstrated the beneficial effects of inclusive leadership on workers' voice behavior while simultaneously emphasizing the critical function of performance-based promotion as a mediating factor in this relationship. This study addressed four clearly stated assumptions and offered important information about how inclusive leadership functions in businesses.

This study represents a commendable effort to explore the relationship between inclusive leadership and employees' voice behavior. The findings have been rigorously researched, analyzed, and validated, showcasing the highest standards of academic excellence and methodological accuracy.

The study has made significant contributions to the existing literature on leadership and organizational behavior by:

Establishing a beneficial link between inclusive leadership and the behavior of employees, this study has effectively shown a good correlation between inclusive leadership and employees' voice behavior. This study is extremely significant because it shows that leaders who value diversity and promote an inclusive workplace are more likely to inspire their staff to speak up, share ideas, and contribute to the organizations overall development and success.

Highlighting the positive and significant relationship between Inclusive Leadership and Performance-Based Promotion, this study has shed light on the crucial link between inclusive leadership and performance-based promotion. It highlights that leaders who promote inclusivity in decision-making and reward systems are more likely to offer performance-based promotions, fostering a sense of fairness and motivation among employees.

Confirming the positive relationship between Performance-Based Promotion and Employees' Voice Behavior, this study has successfully established a positive relationship between performances-based promotion and employees' voice behavior. This result underlines that performance-based promotion

not only acts as a motivator for employees but also enhances their willingness to participate actively in the organization's development.

Identifying Performance Based Promotion as a mediator between Inclusive Leadership and Employees' Voice Behavior, one of the most valuable findings of this study is the identification of performance-based promotion as a key mediator between inclusive leadership and employees' voice behavior. This mediator effect highlights the importance of a meritocratic approach in promoting an inclusive culture, ultimately fostering an environment where employees feel valued and empowered to share their opinions and ideas.

In conclusion, the "the impact of inclusive leadership on employees' voice behavior: the mediating role of performance-based promotion" has made a substantial contribution to the understanding of the positive impact of inclusive leadership on employees' voice behavior and the mediating role of performance-based promotion. Its comprehensive approach to examining these relationships provides valuable insights and guidance for academics, practitioners, and leaders striving to create thriving and inclusive workplaces.

Specially for organizational leaders, the study emphasizes the importance of embracing inclusive leadership practices and implementing performance-based promotion systems to foster a culture of open communication, employee voice, and innovation. Organizations can leverage these insights to create a positive work environment that not only encourages employee voice but also ensures a fair and equitable reward system based on individual performance.

Implications

The current study found that inclusive leadership has a favorable effect on workers' voice behavior and that performance-based promotion is a key mediating factor between them. The research highlights the significance of encouraging inclusive leadership behaviors and matching promotion plans to performance-based standards.

By recognizing the significance of an inclusive work environment and fair promotion systems, organizations can create a culture that encourages employee voice behavior, leading to increased employee engagement, innovation, and organizational success. Based on the four hypotheses and their positive results, this study has several theoretical and practical implications for organizations and leaders.

Theoretical Implications

By demonstrating a beneficial correlation between inclusive leadership and employees' voice behavior, this study adds to the body of knowledge on inclusive leadership. The results show that inclusive leaders may promote an environment that encourages employee involvement and open communication by modeling these behaviors and attitudes themselves. This study advances knowledge of how leadership styles affect organizational dynamics by emphasizing the importance of inclusive leadership in promoting voice behavior.

The positive relationship established between inclusive leadership and employees' voice behavior suggests that organizations can encourage a culture of active employee participation by fostering inclusive leadership practices. Empowering employees to voice their opinions and ideas enhances their sense of ownership, commitment, and engagement with the organization. Consequently, leaders and managers can utilize inclusive leadership strategies to facilitate a more proactive and innovative workforce.

The study results reveal a positive and significant relationship between inclusive leadership and performance-based promotion, emphasizing the need to align promotion practices with inclusive leadership principles. By incorporating holistic leadership traits into their promotion decisions, organizations can enhance performance-based promotion strategies. This not only motivates employees

to perform better but also ensures a fair and transparent promotion process.

The positive relationship between performance-based promotions and employee voice behavior indicates that employees view performance-based promotions as a motivating factor for sharing their ideas and suggestions. Organizations can use this understanding to cultivate a culture of continuous improvement, encouraging employees to engage in constructive discussions and propose innovative solutions.

The study identifies performance-based promotion as a mediator between inclusive leadership and employee voice behavior, highlighting the importance of objective recognition and reward systems. When employees know that their efforts are recognized and rewarded fairly, they are more motivated to share their insights and opinions. Recognizing the mediating role of performance-based promotion provides valuable insights for organizations looking to enhance their inclusive leadership practices and foster a culture of voice behavior.

Practical Implications

The results underline how crucial it is for organizations to promote inclusive leadership. Making an atmosphere where all workers feel appreciated, respected, and involved should be a top priority for leaders. Active listening, including staff in decision-making, and supporting diversity and inclusion efforts can all help with this.

According to the study, inclusive leadership and employee voice behavior are positively correlated. Employers should embrace employee input and encourage it by giving them a platform to express their opinions, issues, and suggestions. Better problem-solving, innovation, and decision-making can result from fostering an environment that values employee voice.

The correlation between inclusive leadership and performance-based promotion is both favorable and significant, which shows that leaders should employ performance-based promotions as a motivating strategy. When workers sense that their efforts and contributions are recognized and valued, they are more likely to engage in voice behavior.

The conclusion that inclusive leadership and employee voice behavior are mediated by performance-based promotions suggests that promotions can enhance inclusive leadership's beneficial effects on encouraging voice behavior. Organizations should intentionally deploy performance-based promotion to amplify the effects of inclusive leadership on fostering employee voice.

Organizations should invest in training and development programs for leaders to enhance their inclusive leadership skills. These programs can focus on empathy, communication, conflict resolution, and creating an inclusive work culture. Well trained inclusive leaders are more likely to foster a climate of trust and openness, leading to greater employee voice.

Implementing regular feedback mechanisms and recognizing employees for their contributions can encourage employee voice behavior. Leaders should actively seek feedback from their teams and acknowledge employees who take the initiative to share their ideas and suggestions.

To support the link between performance-based promotion and employee voice behavior, organizations should ensure that performance evaluation processes are fair, transparent, and based on objective criteria. This can help employees perceive promotions as merit based, leading to increased motivation for voicing their ideas.

Organizations should monitor the impact of inclusive leadership, performance-based promotion, and employee voice behavior over time. Regular assessments can help identify areas for improvement and measure the effectiveness of interventions taken to enhance employee voice and inclusive leadership. By adopting and implementing the practical implications mentioned above, leaders can foster a culture that encourages employee engagement, innovation, and overall organizational success.

Limitations

The present research on "The Impact of Inclusive Leadership on Employees' Voice Behavior: The Mediating Role of Performance Based Promotion" has produced promising results and confirmed the proposed hypotheses, but it is essential to acknowledge certain limitations.

The present study has been conducted with a specific sample size and from a particular area, which could limit the generalizability of the results to other contexts. Different industries, organizational cultures, and employee demographics might yield different outcomes.

In present study, the data for variables like inclusive leadership, voice behavior, and performance-based promotion has been collected through questionnaire from specific area's participants; there is a possibility of common method bias.

It is important to recognize that while the current study focused on the mediating effect of performance-based promotion in the relationship between inclusive leadership and voice behavior, there may be other factors that were overlooked and could also mediate or affect this relationship.

One limitation of the study is the absence of moderator variables. Including moderator variables in the research design could have helped to identify certain conditions or factors that influence the strength or direction of the relationship between inclusive leadership, performance-based promotion, and voice behavior.

The present research has not accounted for certain external factors or contextual variables that could influence employees' voice behavior, such as market conditions, organizational changes, or external stressors.

The present study's findings are relevant only to certain organizational and cultural contexts, limiting their application to other settings.

Recognizing these limitations helps to highlight areas for further research and adds nuance to the interpretation of the current findings. Future studies can build upon this research and address these limitations to provide a more comprehensive understanding of the relationship between inclusive leadership, voice behavior, and performance-based promotion.

Future Direction

Based on the limitations identified in the present study above, several future research directions can be suggested to address these issues and expand the generalizability and applicability of the findings. Some potential future directions are below:

To enhance the generalizability of the study's findings, future research should replicate the study using diverse samples from various industries, organizational cultures, and employee demographics. By including a wide range of participants, researchers can assess whether the relationships hold true across different contexts.

Conducting longitudinal studies could provide a more comprehensive understanding of the relationships over time. Longitudinal designs allow researchers to observe changes in inclusive leadership, voice behavior, and performance-based promotion over an extended period, providing insights into the stability and directionality of the relationships.

Employing a mixed methods approach can help reduce the common method bias that may arise from relying just on self-reported questionnaire data. Combining qualitative data, such as interviews or observations, with quantitative measures can provide better understanding of the relationships under investigation.

Future studies should explore other potential mediating variables that may influence the relationship between inclusive leadership and voice behavior. Additionally, incorporating moderator variables can identify conditions or factors that impact the strength or direction of these relationships. For example, organizational factors or cultural dimensions might interact with inclusive leadership practices to

influence employees' voice behavior differently.

To better understand the impact of inclusive leadership on voice behavior, future research should account for external factors and contextual variables that could influence employees' voice behavior. These factors could include market conditions, organizational changes, external stressors, or even national cultural dimensions.

Conducting cross cultural studies can provide insights into how inclusive leadership practices and performance-based promotion may impact voice behavior across different cultural contexts. This research can highlight culturally specific considerations that organizations should take into account to foster employees' voice.

The present study focused on performance-based promotion, future research can compare its effects with other promotion systems to understand their respective impacts on employees' voice behavior and organizational outcomes.

By considering these future research directions, scholars can build upon the present study's findings and contribute to a more comprehensive understanding of the relationships between inclusive leadership, performance-based promotion, and employees' voice behavior in diverse organizational contexts.

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