



**A' Sharqiyah University**  
**College of Business Administration**  
**Master of Business Administration**

**Master Dissertation**

**The Effects of Inclusive Leadership on Job Performances: The mediating roles of Innovative Employee Behavior, Person-Job Fit, and Affective Organizational Commitment - A Study on Water Sector in Oman.**

**Submitted to the Faculty of Business Administration in fulfilment  
of the requirement for the degree of Master of Business  
Administration (MBA)**

Prepared by:  
**YASIR SAID MASO'UD AL-SAADI**

**SULTANATE OF OMAN**

**1442 AH / 2021 AD**



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## Dissertation Approval

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Prepared by:

YASIR SAID MASO'UD AL-SAAD I

This dissertation was submitted on ...../...../2021 and Approved.

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October, 2021

## Author's Declaration

I, am Yasir Al-Saadi, hereby declare that my Master's thesis entitled **“THE EFFECTS OF INCLUSIVE LEADERSHIP ON JOB PERFORMANCES: THE MEDIATING ROLES OF INNOVATIVE EMPLOYEE BEHAVIOR, PERSON-JOB FIT, AND AFFECTIVE ORGANIZATIONAL COMMITMENT - A STUDY ON WATER SECTOR IN OMAN.”** is my own work and has not previously been submitted for any other certificate from any university in the Sultanate of Oman or in any another university in the world.

I also acknowledge that the source of the scientific content of this thesis has been determined and has not been provided to any other degree. In addition, all that was mentioned in this master's thesis reflects the researcher's opinions, which do not necessarily have to be adopted by another.

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YASIR SAID MASO'UD AL-SAADI  
( Researcher)

## Acknowledgements

First of all, I would like to thank ALLAH Almighty for this success, and for providing me with skills and continuous effort as I reached this stage of achievement and the completion of this scientific research. I would also like to thank all of my family and friends for their moral and material support; without their help, I would not have reached this stage, so thank them all. I would like to thank my supervisor, dear Dr. Khaled Al-Dahleez for supporting me from the first implementation of this study to reaching the end and his continuous and useful instructions in this thesis, as he is the person who aroused my great interest in the field of scientific research. I must also express my heartfelt thanks for the light of my dear life, my dear mother, as she is the spirit that supports me with supplication and my teachers in all stages of my life. I thank my friends in my organization, Mr. Saif Al-Amiri and Khaled Al-Rahbi for their support and assistance to me in this thesis. I also thank my dear manager, Mr. Abdullah Al-Kasbi, for his support and assistance to me. I also thank all the academics at A'Sharqiyah University for their cooperation.

Researcher:

YASIR SAID MASO'UD AL-SAADI

Signature:

## Abstract

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### THE EFFECTS OF INCLUSIVE LEADERSHIP ON JOB PERFORMANCES: THE MEDIATING ROLES OF INNOVATIVE EMPLOYEE BEHAVIOR, PERSON-JOB FIT, AND AFFECTIVE ORGANIZATIONAL COMMITMENT - A STUDY ON WATER SECTOR IN OMAN.

This study aims to investigate the relationship between Inclusive Leadership and Job Performance with the mediating role of Innovative Employee Behavior, Effective Organizational Commitment, and Person-Job Fit. The ground field of this research is the water sector in the Sultanate of Oman.

The quantitative method is used in this study by constructing a questionnaire and distributing it to the employees of the water sector in the Sultanate of Oman. The questionnaire was distributed through social media sites, the most important of which are WhatsApp, employee e-mail, and the official correspondence exchange system for water sector institutions. Data was collected from 312 employees in the water sector and organizations associated with the water sector, Statistical analysis program (SPSS) is used to analyze the collected data.

The results of this study showed that Inclusive Leadership has a positive effect on Job Performance, while Innovative Employee Behavior has a positive relationship as a mediator between Inclusive Leadership and Job Performance. This study also proved that there is a direct positive relationship between the Inclusive Leadership and the mediating variables, which are the Effective Innovative Employee Behavior, Effective Organizational Commitment, and Person-Job Fit. On the contrary, the study proved that there is no direct positive relationship between Job Performance, and Person-Job Fit, Affective Organizational Commitment. The Inclusive Leadership reliability score is (0.959).

This study made a number of recommendations, the most important of which is that the results of the study will help leaders in the water sector to develop strategies for human resources and to know the strengths that help increase their job performance, and that the leader in the water sector in the Sultanate of Oman should allow the employees to express their opinions and assistance in making work-related decisions, especially those related to technical aspects, and providing opportunities for them to innovate and come up with new ideas, presenting them to leaders and encouraging them to ensure their loyalty and continuity in giving and high achievement at work.

**Key words: Inclusive Leadership, Innovative Employee Behavior, Effective Organizational Commitment, Person-Job Fit, Water Sector.**

## ملخص الدراسة

**تأثير القيادة الشاملة على الأداء الوظيفي: دور السلوك الإبتكاري للموظف، وملائمة الشخص للوظيفة، والالتزام التنظيمي الفعال - دراسة عن قطاع المياه في سلطنة عُمان.**

تهدف هذه الدراسة للبحث في العلاقة بين القيادة الشاملة والأداء الوظيفي مع الدور الوسيط لسلوك الموظف المبتكر، والالتزام التنظيمي الفعال، ملائمة الشخص للوظيفة. خلفية الدراسة الخاصة بهذا البحث هي قطاع المياه في سلطنة عُمان.

تم استخدام الاسلوب الكمي في هذه الدراسة وذلك من خلال بناء استبيان وتوزيعه على موظفي قطاع المياه في سلطنة عمان، وتم توزيع الاستبيان عن طريق مواقع التواصل الاجتماعي ومن أهمها الوتساب، والبريد الإلكتروني للموظفين، ونظام تبادل المراسلات الرسمية الخاصة بمؤسسات قطاع المياه. تم جمع البيانات من 312 موظفًا في قطاع المياه والمؤسسات المرتبطة بقطاع المياه، تم استخدام برنامج التحليل الإحصائي (SPSS) لتحليل البيانات التي تم جمعها.

أظهرت نتائج هذه الدراسة أن القيادة الشاملة لها تأثير إيجابي على الأداء الوظيفي، في حين أن سلوك الموظف المبتكر له علاقة إيجابية كوسيط بين القيادة العامة والأداء الوظيفي. ايضاً اثبتت هذه الدراسة ان هناك علاقة ايجابية مباشرة بين القيادة الشاملة والمتغيرات الوسيطة وهي سلوك الموظف المبتكر، ملائمة الشخص للوظيفة، والالتزام التنظيمي الفعال. وبالعكس تماماً اثبتت الدراسة بأن لا توجد علاقة ايجابية مباشر بين الاداء الوظيفي سلوك الموظف الإبتكاري، ملائمة الشخص للوظيفة، والالتزام التنظيمي الفعال. تشير نتائج الموثوقية للقيادة الشاملة (0.959).

خرجت هذه الدراسة على عدد من التوصيات، من أهمها هي ان نتائج الدراسة سوف تساعد القياديين في قطاع المياه لوضع الاستراتيجيات الخاصة بالموارد البشرية ومعرفة نقاط القوة التي تساعد على زيادة ادائهم الوظيفي، كما انه يجب على القائد في قطاع المياه في سلطنة عمان ان يتيح المجال للموظفين لابداء ارائهم ومساعدتهم في اتخاذ القرارات الخاصة بالعمل وخاصة تلك المتعلقة بالجوانب الفنية، واطاحة الفرص لهم للابتكار والالتيان بالافكار الجديدة وعرضها على القادة وتشجيعهم بما يضمن ولائهم واستمرارهم في العطاء والانجاز العالي في العمل.

**الكلمات الأساسية: القيادة الشاملة، سلوك الموظف الإبتكاري، الالتزام التنظيمي الفعال ، ملائمة الشخص للوظيفة، قطاع المياه.**

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## Table of abbreviations

<i>abbreviations</i>	<i>Means of abbreviations</i>
<i>WR</i>	Water resource
<i>SPSS</i>	Statistical Package for the Social Sciences
<i>InLd</i>	Inclusive leaderships
<i>PerJb</i>	job performances
<i>IWB</i>	Innovative Employee Behavior
<i>PJFit</i>	person-job fit
<i>AC</i>	Affective Organizational Commitment
<i>Sig.</i>	Significant Coefficient
<i>N</i>	Number of Samples
<i>R</i>	Correlation Coefficient

# CHAPTER ONE

## INTRODUCTION

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# Chapter One

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## INTRODUCTION

### 1.1 Background of the Study

Over the past few decades, leadership in all its forms has been studied extensively and comprehensively. But it is hard to overstate how important leadership is. Nevertheless, it is unlikely and necessary that the authorities, researchers, and specialists agree to the necessary Inclusive support and the thematic identity of the leadership (Emmanuel, 2020). Managers and scholars have increasingly emphasized the important influence of innovation on competitive advantage, sustainable development, and long-term organizational success (Qi et al., 2019). There are two reasons why studying innovative work behavior for employees is necessary. The first is, because the organizational innovation process begins when the employees engage in exploring new ideas and trying to generate them (Javed et al., 2020). Second, innovation occurs when employees can advocate and promote their ideas, and they feel supported by their supervisors (Javed et al., 2020). Through many previous studies, the ancestors of creative work behavior were explored at various levels, including the organizational level and the individual level. Moreover, it was found that leaders have a great role and an important role in promoting and raising creative work behaviors within the organization more than other important factors. In this study, we will focus on one type of leadership style, called inclusive leadership. This type of leadership style allows employees to participate in matters that are not allowed to share ideas or listen to their new ideas (Mansoor et al., 2020). Innovative work behavior can be explained as the behavior of additional roles for employees in the organization, as it includes the presence and creation of new ideas related to work and the avoidance of traditional ideas and thinking (Mansoor et al., 2020). Previous studies indicate that when the employee's capabilities and job complexities do not match, this leads to poor job performance within the organization (Nguyen et al., 2019). A set of findings from studies confirm that Inclusive leadership is a strong motivator for a person's suitability for the job and innovative employee behavior (Nguyen et al., 2019). Inclusive

leadership plays a role that has more influence on the experiences of employees, which leads to fairness in the organization and reinforces perceptions of inclusiveness (Ashikali et al., 2020).

## **1.2 Problem Statement**

Nobody can ignore the big role of leadership in the employee context, because leadership is a fundamental factor in employee motivation. Conversely, leadership can be a source of success or a source of failure within an organization (Emmanuel, 2020). There are many studies available in the field of inclusive leadership in general, but few have examined the effect of inclusive leadership on job performance and innovative employee behavior. Recently, it has been noticed that there is a weakness in institutional performance in the public sectors, which has affected the loyalty of customers and dealers with these institutions. There is also a general perception that the public sectors in the Sultanate of Oman lack leaders capable of managing the institution effectively and motivating employees to complete tasks efficiently.

There is an increase in competition between public institutions, and sometimes this competition is with the private sector, with the aim of achieving great job performance in order to satisfy customers and dealers with these institutions in the Sultanate of Oman. Some leaders in public sector institutions lack some of the skills that qualify them to encourage and motivate employees, as well as to make the organization reach its highest levels of productivity.

When searching for previous studies in inclusive leadership, there are not many of them have been applied to institutions in the Sultanate of Oman, especially the public sector, as there are no studies in this field. The topic of studies on various institutions in the Sultanate of Oman remains a very fertile place and at its beginning, it must be emphasized. Finally, this context of the study is unique, as a unique context for the Sultanate of Oman has been taken, especially in the governmental sector, that is, the public sector, and in particular the water sector, which is the first study in this field. This study seeks to examine the impact of inclusive leadership on job performance through the influence of mediating variables innovative employee behavior, person-job fit, affective organizational commitment.



### **1.3 Research Objectives**

This study aims to examine the effect of inclusive leadership on job performance, the role of mediating variables, innovative employee behaviors, person-job fit, and affective organizational commitment in the water sector in the Sultanate of Oman. Specifically, it aims to achieve the following objectives:

#### **Objective 1:**

Investigate the impact of inclusive leadership on job performance.

#### **Objective 2:**

Determine the relationship between inclusive leadership and job performance through the influence of mediating variables (Innovative Employee Behavior, Person-Job Fit, Affective Organizational Commitment).

### **1.4 Research Questions**

The following research questions are to be answered by this research:

#### **Question 1:**

What is the relationship between inclusive leadership on job performance?

#### **Question 2:**

What is the relationship between inclusive leadership and job performance through the influence of mediating variables (Innovative Employee Behavior, Person-Job Fit, Affective Organizational Commitment)?

### **1.5 Research Significance**

This research aims to know the impact of inclusive leadership on job performance in the water sector in the Sultanate of Oman and how inclusive leadership can contribute to raising the efficiency of performance within the organization. This research will help to identify the causes that affect job performance from the point of view of inclusive leadership and provide

the necessary recommendations for that. Examining the mediating variables and how they affect and are affected by the inclusive leadership is one of the aspects that are critical to continuous success within the organization by increasing the job management in the water sector in the Sultanate of Oman. This study is important because it is the only one in the water sector in the Sultanate of Oman, which will be necessary for all human resource specialists and other specialists and residents in Oman, academics and researchers who can use the results of this study to ascertain the effects of the inclusive leadership within their institutions, especially the government service ministries which It must be consistent with Oman Vision 2040.

This research contributes to raising the awareness of leaders in the water sector on how to deal with their heterogeneous employees to improve job performance within their organization. This research aims to provide evaluation and guidelines on how to use inclusive leadership by managers to increase employee performance within their organization. Moreover, this research is also the basis for a more in-depth analysis of other research on how inclusive leadership affects job performance through the mediator effect of innovative employee behavior, since this variable helps a lot in increasing the rate of innovation that contributes to raising job performance.

## **1.6 Industry Background**

A group of governmental institutions and companies is concerned with organizing the management of the electricity, water and wastewater sectors in accordance with the legislations and laws issued in this field. Among them are the Omani Sewerage Services Company, the Water Authority, the Public Services Authority, in addition to the Ministry of Agricultural, Fisheries and Water Resources, and many companies work in the field of electricity distribution and water purification, and the roles of these various institutions are integrated to form an integrated system that provides the necessary services to all citizens and residents. (<https://omanportal.gov.om>)

The main objectives of the water resources sector in the Sultanate are summarized as follows:

- 1- Securing safe drinking water sources and working to achieve a balance between water uses and renewable resources.
- 2- Developing water resources and preserving them from depletion and pollution, and rationalizing water consumption.
- 3- Establishing principles of water conservation and raising awareness of the importance of rationalizing its use.

## **1.7 Organization Background**

Royal Decree No. 92/2020 was issued amending the name of the Ministry of Agriculture and Fisheries to the Ministry of Agricultural, Fisheries and Water Resources, defining its functions and approving its organizational structure.

According to the Royal Decree, all allocations, assets, rights, obligations and assets of the General Authority for Warehousing and Food Reserve and the divisions for water resources and the Center for Food Safety and Quality have devolved to the Ministry of Agricultural, Fisheries and Water Resources from the Ministry of Regional Municipalities and Water Resources (before canceling them). (<https://www.omaninfo.om/pages/209/show/794#Share>).

Among the most important functions of the Ministry of Agricultural, Fisheries and Water Resources:

1. Laying down policies, plans and programs for the development and exploitation of agricultural, animal and living aquatic wealth, water resources, and food security, and submitting them to the Council of Ministers for approval.

(<https://www.omaninfo.om/pages/209/show/794#Share>).

2. Preparing draft laws and royal decrees and issuing ministerial regulations and decisions related to the management and exploitation of agricultural, animal and fish wealth, pastoral resources, water resources, food security, and related services, in order to develop, preserve and properly exploit them, in coordination with the competent authorities. (<https://www.omaninfo.om/pages/209/show/794#Share>).

Coordination with the Ministry of Trade and Industry and promotion of investment for investment in the fields of agriculture, livestock, fisheries and related services, and

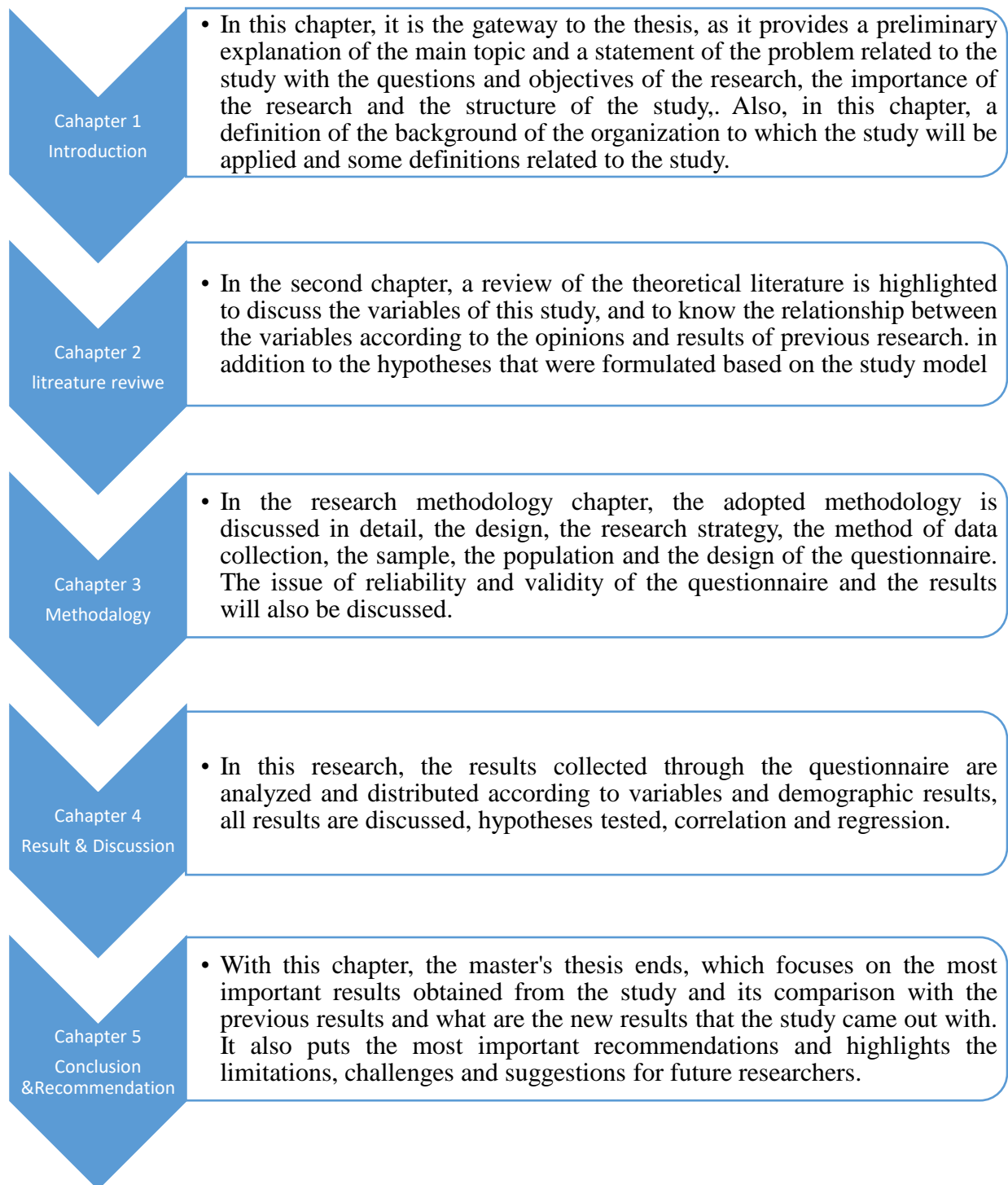
encouraging the private sector to establish projects that contribute to agricultural, livestock and fisheries development. (<https://www.omaninfo.om/pages/209/show/794#Share>).

3. Conducting research and studies on agricultural, animal, fisheries and water resources to develop them, assess their conditions, work to support their productive capacities, conduct experiments and technical studies, facilitate the transfer of technologies in those areas, and find solutions to practical problems.

(<https://www.omaninfo.om/pages/209/show/794#Share>).

Through the foregoing, this study will research and investigate the impact of inclusive leadership on job performance, and this study will focus on the mediating factors affecting between inclusive leadership and job performance which are innovative employee behavior person-job fit affective organizational commitment. Where this research is based on applying that investigation to the water sector in the Sultanate of Oman and taking data from them to analyze that data and come up with the results and understand how inclusive leadership affects the performance of employees in this vital and important sector, as we dive into the depths of various researches and try to theoretically apply this to the water sector in the Sultanate of Oman.

## 1.8 Thesis structures



# Chapter Two

## LITERATURE REVIEW

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# Chapter Two

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## 2.1 Introduction

In this chapter, the researcher presents a brief review of the previous literature and highlight the most important definitions of the variables in this study, the relationship of the variables with each other, and how the previous results were regarding the variables in the various research and references. This chapter is important in that it will define the variables and how previous researchers studied these variables, which is, and at the end of the chapter we present a complete summary of some literature review related to this study.

## 2.2 Inclusive Leadership

It can be said that leadership is essential and necessary in order to bring about change within organizations and different work environments (Bannay et al., 2020). Each leadership style is unique regarding their cooperation and communication, motivation, objective setting and decision making (Al-Malki & Juan, 2018).

To begin with, the inclusive must be defined before tackling the issue of inclusive leadership. (Miller, 1998) provides a description of inclusion, describing it as the extent to which different and diverse individuals are allowed to participate, in addition to enabling them to contribute fully. Roberson (2006) also defines inclusive as "removing obstacles to the full participation and contribution of employees in organizations."

Inclusive leadership is when leaders demonstrate openness, availability, and accessibility in their various interactions with followers (Carmeli et al., 2010). According to (Carmeli et al., 2010) "inclusive leadership is at the core of relational leadership and focuses on whether followers feel that leaders are available to them, whether the leader listens and is paying attention to the follower needs". An important way to understand the role of inclusion within different organizations and institutions is inclusive leadership (Xiaotao et al., 2018). This is because the direct supervisors play an important role through the role of the organizational agent who allocates various rewards and opportunities to the subordinates, and in return, the

direct supervisors influence the employee's experience within the work group (Shore et al., 2011).

According to (Ashikali et al., 2020), he defines inclusive leadership as "In organizations with a diverse workforce, it is assumed that inclusive leadership is necessary to support the full appreciation and participation of the diverse members." It is important to understand the nature of different leadership styles and to assess their impact on solving different organizational problems (Al-Malki & Juan, 2018).

Inclusive leaders can share their vision of the organizations with employees and incorporate their different ideas, so employees feel more energized and committed to the leaders and are more likely to reciprocate by demonstrating additional role behavior (Javed, Naqvi, et al., 2019).

Inclusive leaders' support and helping behaviors, based on key features such as high availability and openness (Hanh Tran & Choi, 2019). The process of managing teams and ensuring their effectiveness requires a leader who can motivate and provide a vision for subordinates. In addition, it is believed that leaders set smart goals for subordinates and empower them enough to achieve organizational goals (Al-Malki & Juan, 2018).

### **2.3 Job Performance**

Job performance is referred to 'how well employees do their job-related tasks (Caillier, 2010). Job performance is a term used to depict how well an employee performs his or her work-related duties. Performance is important to workers and employers because it inevitably influences decisions regarding promotions, terminations, merit increases, and bonuses (Caillier, 2010).

There are two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance, Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes (Jankingthong & Rurkkhum, 2012).



Some previous literature has discovered that some role pressures such as role ambiguity and role conflict, which are often found as the most important source of job dissatisfaction and poor job performance (Al-Malki & Juan, 2018).

Job performance is one of the most important dependent variables and has been studied for a long decade (Jankingthong & Rurkkhum, 2012). Given the centrality of job performance in organizations, it becomes clear that the measurement of individual performance should capture job performance as reliable and valid as possible (Clegg & Cooper, 2009).

## **2.4 Innovative Employee Behavior**

There is extensive literature focused on leadership and how it affects the innovative behavior of employees, but there is little literature that has explored the relationship between inclusive leadership and employee innovative behavior (Qi et al., 2019).

Innovative behavior was considered as a series of activities pertaining to idea generation, idea promotion, and idea realization for new technologies, processes, techniques, or products (Li & Hsu, 2016). Innovative work behavior refers to the “intentional generation, promotion and realization of new ideas that are useful for the organizational survival (Onne Janssen, 2000). From the perspective of a number of theories, Inclusive leadership can motivate the remote behavior of employees within the organization in multiple ways (Li & Hsu, 2016). Inclusive leaders were able to provide resources including information, time, and support necessary for innovative behavior (Reiter-Palmon & Illies, 2004). There are three stages of innovative business behavior which are generating ideas, promoting and realizing the idea (Akram et al., 2016).

Innovative work behavior is considered a cornerstone of the organization’s success because it is the individuals who create the ideas, not the organizations. Innovative work behavior is “an outward expression of the inner creativity of employees; it is a method used to develop creative products and a process through which employees generate and implement new ideas to improve performance or solve work-related problems”. It includes all the behaviors initiated at an individual level to generate, introduce, and apply the novel ideas for the betterment of the organization (Mansoor et al., 2020)

## **2.5 Person-Job Fit**

Person-job fit has been defined as the perceived degree of match between an individual's knowledge, skills, abilities, needs, values, and the requirements of specific jobs or job tasks (Shin, 2004). It is reckoned that good person-job fit occurs when a person has sufficient abilities to perform a job. Person-job fit is divided into two basic types.

One is the demands-abilities fit in which employees' knowledge, skills, and abilities are compatible with what their jobs require. The other form is labeled the needs-supplies or supplies-values fit in which employees' needs, desires, and preferences are met by the jobs they perform (Choi et al., 2017).

## **2.6 Affective Organizational Commitment**

One component of organizational commitment is affective organizational commitment, defined as an employee's attachment to, identification with, and involvement in the organization (Danford et al., 2005).

In the three-component model, organizational commitment is composed of affective, continuance, and normative commitment (Danford et al., 2005). Affective organizational commitment refers to employees' emotional attachment to, and identification with, the organization; employees stay because they want to (Buskirk, 2020).

Continuance organizational commitment refers to employees' awareness of the costs associated with leaving the organization; employees stay because they need to (Buskirk, 2020). Normative organizational commitment refers to employees' feelings of obligation to continue employment; employees stay because they ought to (Danford et al., 2005).

In particular, positive relationships have been found between affective organizational commitment and transformational leadership (Todd, 1999), ethical leadership (Benevene et al., 2018), servant leadership (Zhou & Miao, 2014). However, little research has been dedicated to investigating the influence of inclusive leadership on affective organizational commitment (Choi et al., 2015).

## **2.7 Inclusive Leadership and Job Performance**

Inclusive leadership has a positive effect on the improvement of employee's adaptive performance (Yu, 2020). inclusive leadership was positively correlated with employee voice behavior at the individual level and team performance at the team level (Qi & Liu, 2017). There are indirect relationship between inclusive leadership and team innovation via team voice such that the relationships were stronger when performance pressure was high (Ye et al., 2019).

There is a positive correlation between inclusive leadership and adaptive performance of employees. From the explanations of many scholars at home and abroad about the theories related to these two topics, we can get theoretical support in the relevant aspects. Adopting a inclusive leadership model helps improve performance. When the degree of employee recognition of leadership performance is high, it helps to improve adaptive performance, thus enhancing enterprise competitiveness and enhancing employee creativity. Organizations must promote a good inclusive leadership model in order to maximize the effectiveness of adaptive performance (Yu, 2020).

## **2.8 Inclusive Leadership and Innovative Employee Behavior**

Leadership is the key agent of change in organizations and is a powerful component of the organizational work environment, therefore, when leaders exhibit behavior supportive of new ideas, employees see it as organizational support to strengthen IWB (Javed, Naqvi, et al., 2019).

Inclusive leadership was positively related to employee innovative behavior and POS mediated the relationship between inclusive leadership and employee innovative behavior (Qi et al., 2019).

Results demonstrated a positive relationship between job demands and innovative work behavior when employees perceived eVort–reward fairness rather than under-reward unfairness (Onne Janssen, 2000). there is a positive relationship between inclusive leadership

and innovative work behavior (Javed et al., 2020). inclusive leadership has positive impact on innovative work behavior (Emmanuel, 2020).

Inclusive leadership is positively related to employee well-being and innovative behavior, and that person-job fit mediates these relationships (Choi et al., 2017). Inclusive leadership was positively related to innovative work behavior both directly and indirectly through psychological empowerment (Javed, Abdullah, et al., 2019). Inclusive leadership has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behavior (Nguyen et al., 2019). Inclusive leadership and work engagement were significantly related to IWB, and work engagement played a mediating role between inclusive leadership and IWB (Bannay et al., 2020).

IWB can be considered as employees' extra role behavior and is exhibited in a dynamic work environment. It can therefore help an organization to meet new challenges in a complex environment (Javed, Naqvi, et al., 2019).

The difference between innovative ideas and traditional ideas prevailing in organizations stresses the need for support from organizational culture and top management. Leadership style is significantly related to employees' ability to innovate. The leader who shows accessibility, openness, and availability to his or her followers would be considered as an inclusive leader. Inclusive leaders involve followers in decision making and ensure their availability for helping employees in every step; therefore, it provides employees a chance to become active members and to enhance their creative thinking. This capability of new thoughts generation is considered as a progression towards IWB (Mansoor et al., 2020).

## **2.9 Inclusive Leadership and Person-Job Fit**

Inclusive leadership is positively related to employee well-being and innovative behavior, and that person-job fit mediates these relationships (Choi et al., 2017). Inclusive leadership has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behavior (Nguyen et al., 2019). By searching in previous research and reviewing the literature, it is clear that there is a very limited number that does not exceed three studies

that dealt with and researched the relationship between Inclusive leadership and personal suitability for the job.

## **2.10 Inclusive Leadership and Affective Organizational Commitment**

Inclusive leadership may be linked to affective organizational commitment in three ways. First, inclusive leaders are open, listen and respond to follower opinions, value their contributions, and share their visions with followers, so that their followers are likely to experience feelings of empowerment, freedom, fairness, and trust (Choi et al., 2015). Inclusive leadership is positively related to affective commitment (Wang et al., 2020). inclusive leadership was positively related to affective organizational commitment (Buskirk, 2020).

## **2.11 Job Performance and Person-Job Fit.**

Person-job fit and employee well-being had no significant direct impact on job performance (Nguyen et al., 2019). The study also identified the mediating role of innovative behavior in the linkage between person-job fit and job performance (Nguyen et al., 2019). Also, by searching in previous research and reviewing the literature, it is clear that there is a very limited number that does not exceed one study that dealt with and researched the relationship between job performance and person-job fit.

## **2.12 Job Performance and Affective Organizational Commitment.**

We showed that organization-based self-esteem positively influence affective commitment and job performance 36. Result shows that affective organizational commitment significantly affects innovation capability and job performance and innovation capability significantly affects job performance (Wibowo & Christiani, 2020). Also, by searching in previous research and reviewing the literature, it becomes clear that there is a very limited number that does not exceed one study that dealt with and researched the relationship between job performance and affective organizational commitment.

## 2.13 Conceptual Framework

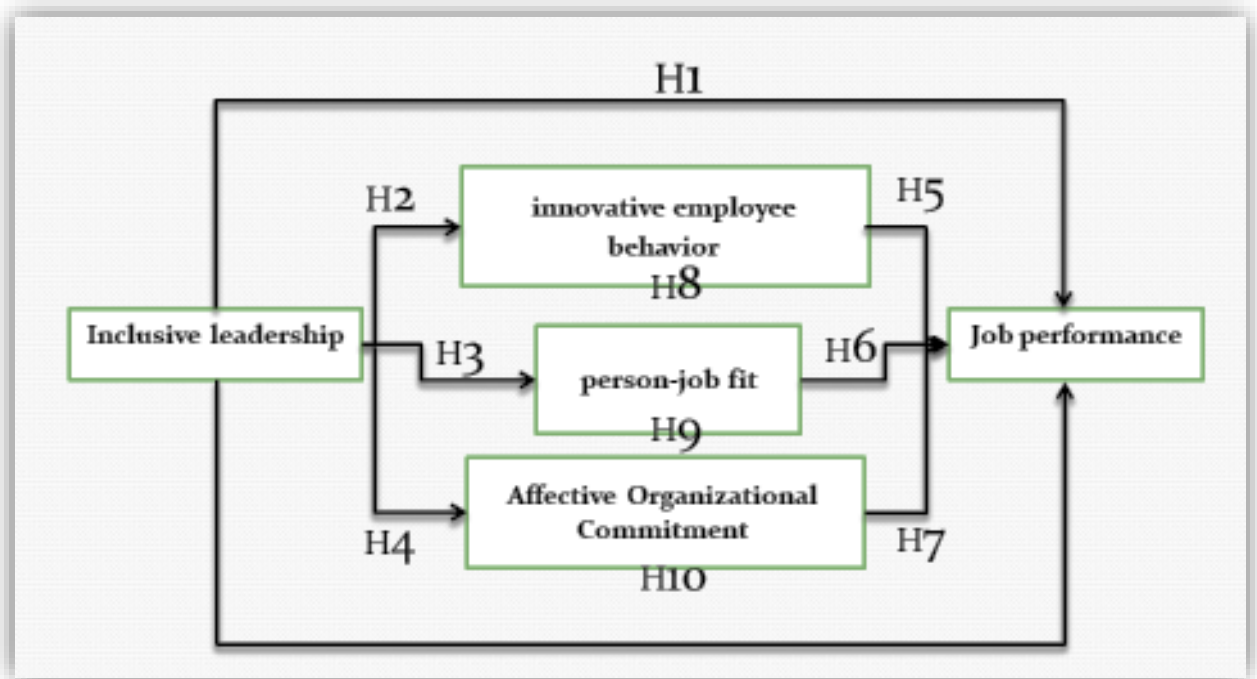


Figure 1: Research model (Conceptual Framework).

The diagram above, presented the conceptual framework that illustrates the relationship between the main variables in this study which are inclusive leadership, job performance and mediating variables which are innovative employee behavior, effective organizational commitment, and person-job fit. The first stage of the scheme from the middle side shows innovative employee behavior, effective organizational commitment, and person-job fit as mediating variable. Job performance is affected by many factors that appear on the left side, which is inclusive leadership. This means that job performance is directly affected by mediating changes in perceptions among respondents about the independent factors or variables as mentioned. On the right side of the graph, it shows that job performance is the dependent variable. In this respect, the value of job performance directly depends on the prevailing perception among employees or respondents about inclusive leadership and its effects. Through direct correlation, it can be said that inclusive leadership as an independent variable directly affects job performance.

## **2.14 Research Hypotheses**

To achieve study objectives, the following hypotheses are stated:

H1. There is a positive and significant relation between inclusive leadership & job performance.

H2. There is a positive and significant relation between inclusive leadership & innovative employee behavior.

H3. There is a positive and significant relation between inclusive leadership & person-job Fit.

H4. There is a positive and significant relation between inclusive leadership & affective organizational commitment.

H5. There is a positive and significant relation among innovative employee behavior & job performance.

H6. There is a positive and significant relation among person-job fit & job performance.

H7. There is a positive and significant relation among affective organizational commitment & job performance.

H8. Innovative employee behavior mediates the relation among inclusive leadership and job performance.

H9. Person-job fit mediates the relation among inclusive leadership and job performance.

H10. Affective organizational commitment mediates the relation among inclusive leadership and job performance.

## 2.15 Summary of previous literature review:

By reviewing many of the literature related to the study variables, namely, inclusive leadership and job performance innovative employee behavior, person-job fit, affective organizational commitment, all previous studies have been summarized in the following table:

**Table 1: Some of literature review.**

#	Study	Independent Variables	Dependent Variables	Mediator	Moderator	Results	Method	Context
1	Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator	Inclusive leadership	Innovative behavior	perceived organizational support (POS)	-	we found that inclusive leadership was positively related to employee innovative behavior and POS mediated the relationship between inclusive leadership and employee innovative behavior	quantitative	Trade and sales
2	Impact of Inclusive Leadership on Employees' Adaptive Performance	Inclusive leadership	Adaptive performance	-	-	This study believes that enterprises should promote a good inclusive leadership model in order to maximize the effectiveness of adaptive performance.	quantitative	Different organization
3	Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Creative Self-Efficacy	Inclusive leadership	Innovative work behavior	Creative self-efficacy	-	the results of this study indicate that, in order to successfully implement new changes, it is important that HR managers hire employees evidencing innovative work behavior in a work setting	quantitative	employees of small and medium textile enterprises in Pakistan
4	Effects of Inclusive Leadership on Employee Voice Behavior and Team Performance: The Mediating Role of Caring Ethical Climate	Inclusive leadership	1/employee voice behavior 2/ team performance	caring ethical climate	-	Results indicated as following: inclusive leadership was positively correlated with employee voice behavior at the individual level and team performance at the team level; caring ethical climate mediated the relationship between inclusive leadership and employee voice behavior at the individual level, as well as mediated the relationship between inclusive leadership and team	quantitative	The study was conducted among teams of enterprises from six major cities in China including bank, retail, law, oil, estate, and information technology



						performance at the team level.		
5	Inclusive leadership and career adaptability: the mediating role of organization-based self-esteem and the moderating role of organizational justice	Inclusive leadership	Career adaptability	Organization-based self-esteem	Organizational justice	OBSE mediated the relationship of inclusive leadership and career adaptability.	quantitative	higher education institutions of Pakistan
6	Inclusive Leadership and Employee Well-Being: The Mediating Role of Person-Job Fit	Inclusive leadership	1/Employee Well-Being. 2/Employee Innovative Behavior	Person-Job Fit	-	The results showed that inclusive leadership is positively related to employee well-being and innovative behavior, and that person-job fit mediates these relationships	quantitative	five telecommunication companies in Vietnam
7	Inclusive leadership and innovative work behavior: The role of psychological empowerment.	Inclusive leadership	innovative work behavior	role of psychological empowerment	-	The results revealed that inclusive leadership was positively related to innovative work behavior both directly and indirectly through psychological empowerment.	quantitative	information technology and cargo sectors within the United Kingdom and Canada
8	Inclusive leadership and team innovation: The role of team voice and performance pressure	Inclusive Leadership	Team Innovation	Team Voice	Performance Pressure	the results provide consistent support for the argument that performance pressure shapes the effectiveness of inclusive leadership and that the influence of inclusive leadership on team voice and subsequently team innovation is more pronounced in the presence of high performance pressure	quantitative	macroeconomic
9	Silence is not Golden: Motivating Employee Voice through Inclusive Leadership	Inclusive leadership	1/need satisfaction. 2/ Employee Voice behavior	-	-	employees are not likely to speak up with opinions, ideas, and suggestions, behavior known as employee voice, unless they have some motivation to do so	quantitative	hospitality industry
10	the effects of inclusive leadership on job performance through mediators	Inclusive leadership	Job performance	1/person-job fit. 2/ employee well-being. 3/ innovative employee behavior 4/mutual recognized. 5/ intrinsic motivation	-	inclusive leadership has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behaviour. However, person-job fit and employee well-being had no significant direct impact on job performance. The study also identified the mediating role of innovative behaviour in the linkage between personjob fit and job performance.	quantitative	interior design and construction companies

						Moreover, the results recognised two potential mediators as mutual recognition respect and intrinsic motivation could create a relationship between employee well-being and job performance.		
11	The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement	Inclusive leadership	Innovative workplace behavior	Work engagement	-	The study results revealed that inclusive leadership and work engagement were significantly related to IWB, and work engagement played a mediating role between inclusive leadership and IWB.	quantitative	mobile phone companies in Southern and Central Iraq
12	The Role of Inclusive Leadership in Supporting an Inclusive Climate in Diverse Public Sector Teams	team ethnic-cultural diversity	inclusive climate.	-	inclusive leadership	The results showed that inclusive leadership positively moderates the negative relation between team ethnic-cultural diversity and inclusive climate. This study shows that greater team diversity does not automatically yield an inclusive climate. Inclusive leadership is needed to support an inclusive climate in which different team members are valued for what they bring to work practices. Inclusive leadership is crucial for fostering inclusiveness in diverse teams.	quantitative	public sector teams
13	Impact of inclusive leadership on innovative work behavior: The role of psychological safety	Inclusive leadership	innovative work behavior	role of psychological safety	-	inclusive leadership is a positively related with innovative work behavior, and psychological safety mediates the effect of inclusive leadership on innovative work behavior	quantitative	Textile Industry in Pakistan
14	Does inclusive leadership incite innovative work behavior?	Inclusive leadership	innovative work behavior	Psychological safety	-	The findings of the study depicted a positive relationship between inclusive leadership and IWB, while mediation of psychological safety was also established.	quantitative	a questionnaire from employees working in Pakistani banks
15	Effects of inclusive leadership on organizational citizenship behavior: the mediating roles of organizational justice	Inclusive leadership	Organizational citizenship behaviors	1/ Organizational justice. 2/ Organizational learning culture.	-	m. The results showed that inclusive leadership is positively related to OCB. Moreover, both organizational justice and organizational learning culture played partial mediating roles in the inclusive leadership-OCB relationship.	quantitative	Vietnam service workers.

	and learning culture							
16	How Inclusive Leadership Enhances Follower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality	Inclusive Leadership	Follower Taking Charge	Affective Commitment	Traditionality	Our study shows that affective commitment mediates the relationship between inclusive leadership and follower taking charge. Moreover, the influence of affective commitment on follower taking charge was moderated by traditionality. Affective commitment was positively associated with taking charge only for followers with low traditionality. Additionally, the mediated moderation relationship between inclusive leadership and follower taking charge via affective commitment was stronger under low traditionality	quantitative	CEO of the company in China
17	Is too much inclusive leadership a good thing? An examination of curvilinear relationship between inclusive leadership and employees' task performance	Inclusive Leadership	Task performance	-	-	we found that there is an inverted U shape which characterizes the relationship between inclusive leadership and subordinate's task performance. Specifically, employee's task performance is low when supervisor's inclusive leadership is low; task performance increases when inclusive leadership is from low to moderate levels, and task performance decreases when inclusive leadership is from moderate to high levels.	quantitative	manufacturing and service industries connecting with electrical, mechanical, trading, consulting, service, construction, chemical, and e-business fields
18	inclusive leadership and work engagement: mediating roles of affective organizational commitment and creativity	Inclusive Leadership	Employee Work Engagement	1/ Affective Organizational Commitment. 2/ Employee Creativity.		We found that inclusive leadership was positively related to employee work engagement, and that both affective organizational commitment and employee creativity mediated this relationship	quantitative	six Vietnamese companies in the services industry
19	Does inclusive leadership affect project success? The mediating role of perceived psychological empowerment and psychological safety	Inclusive Leadership	Project Success	1/ Psychological Empowerment. 2/ Psychological Safety.	-	By using the SEM approach, the confirmatory factor analysis had verified the distinctiveness of the variables used in this study. The findings displayed that IL increased project success both directly and indirectly through the mediating roles of PE and PS.	Structural equation modelling (SEM) using AMOS 26 was employed for data analysis.	information technology industry

20	How and When Does Inclusive Leadership Curb Psychological Distress During a Crisis? Evidence From the COVID-19 Outbreak.	Inclusive Leadership	psychological distress	Work Engagement	Employee self-sacrifice	Results show inclusive leadership has a significant negative relationship with psychological distress. Work engagement mediates this relationship, and nurses' self-sacrificial behavior moderates it. Findings indicate inclusive leadership style serves as a sustainable mechanism to reduce psychological distress during pandemics. It can operationalize the delivery of mental health support in real-time in work settings.	quantitative	nurses from five hospitals in Wuhan
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## 2.16 Measures and Items of literature review:

In the following table, all the variables are summarized with the Items and Scale used in some previous studies related to this research:

#	studies	measure	Numbers of items	developed by	reliability	scale
1	Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator	Inclusive Leadership	9-item	Carmeli et al. (2010)	-	five-point Likert scale ranging from “1 = totally disagree” to “5 = totally agree”
		Perceived organizational support (POS)	8-item	Edwards and Peccei (2015) and Zumrah and Boyle (2015)	-	
		Innovative behavior	9-item	Janssen (2003) and Agarwal, Datta, Blake-Beard, and Bhargava (2012)	-	
2	Impact of Inclusive Leadership on Employees’ Adaptive Performance	Inclusive Leadership	9 items	Carmeli, Reiter-Palmon & Ziv (2010)	0.880	five-point Likert scale ranging from “1 = totally disagree” to “5 = totally agree”
		Adaptive performance	14 items	Han & Williams (2008 GOM)	0.877	five-point Likert scale ranging from “1 = totally disagree” to “5 = totally agree”
3	Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Creative Self-Efficacy	Inclusive leadership	9 items	Carmeli et al. (2010)	0.94	five-point Likert scale with the following anchors: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree.
		Innovative work behavior	3 items	Tierney and Farmer (2002)	0.87	
		Creative self-efficacy	9 items	Janssen (2000)	0.95	
4	Effects of Inclusive Leadership on Employee Voice Behavior and Team Performance: The Mediating Role of Caring Ethical Climate	Inclusive Leadership	9-item	Carmeli et al. (2010)	-	five-point Likert-type scale (1 = strongly disagree, 5 = strongly agree)
		Caring Ethical Climate	7-item	Victor and Cullen (1988)	-	
		Employee Voice Behavior	10-item	Liang et al. (2012)	-	
		Team Performance	6-item	Barker et al. (2010).	-	
5	Inclusive leadership and career adaptability: the mediating role of organization-based self-esteem and the moderating role of organizational justice	Inclusive leadership	9-item	Carmeli et al. (2010)	0.78	All items were recorded on five-point Likert scale (1 = strongly disagree to 5 = strongly agree)
		Career adaptability	24-item (4sub * 6 item each)	(Savickas & Porfeli, 2012)	0.80	
		Organization-based self-esteem	10-item	Pierce et al. (1989)	0.76	
		Organizational justice	18-item	Moorman (1991)	0.72	
6	Inclusive Leadership and Employee Well-Being: The Mediating Role of Person-Job Fit	Inclusive leadership	9-item	Carmeli et al. (2010)	0.951	seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree)
		Employee Well-Being.	7-item	Arnold et al. (2007)	0.974	
		Employee Innovative Behavior	9-item	Janssen (2000)	0.953	
		Person-Job Fit	3-item	Mulki et al. (2006)	0.912	
7	Inclusive leadership and innovative work behavior: The role of	Inclusive leadership	9-item	Carmeli, Reiter-Palmon, and Ziv (2010)	0.86	5-point Likert scale from 1=‘strongly disagree’ to 5=‘strongly agree.’

	psychological empowerment.	innovative work behavior	9-item	Janssen (2000)	0.82	
		role of psychological empowerment	12-item	Spreitzer (1995)	0.81	
8	Inclusive leadership and team innovation: The role of team voice and performance pressure	Inclusive Leadership	9-item	Carmeli et al. (2010)	0.97	5-point Likert scale from 1='strongly disagree' to 5='strongly agree.'
		Team Innovation	9-item	Janssen (2001).	0.92	
		Team Voice	6-item	Walumbwa et al. (2012).	0.85	
		Performance Pressure	3-item	Gardner (2012)	0.81	
9	Silence is not Golden: Motivating Employee Voice through Inclusive Leadership	Inclusive leadership	9-item	Carmeli et al. (2010)	0.96	5-point Likert scale from 1='strongly disagree' to 5='strongly agree.'
		need satisfaction	3-item	Van den Broeck et al. (2010)	0.72	
		Employee Voice behavior	6-item	Van Dyne and LePine (1998)	0.92	7-point Likerttype scale (1 = strongly disagree; 7 = strongly agree)
10	the effects of inclusive leadership on job performance through mediators	Inclusive leadership	6-item	Choi et al. (2017)	0.838	5-point Likert scale from 1='strongly disagree' to 5='strongly agree.'
		person-job fit	3-item	Mulki et al. (2006) and Choi et al. (2017)	0.808	
		employee well-being	5-item	Arnold et al. (2007)	0.902	
		innovative employee behaviour	6-item	(Janssen, 2000).	0.849	
		mutual recognised	6-item	(Clarke & Mahadi, 2017)	0.872	
		intrinsic motivation	4-item	Kuvaas et al. (2017)	0.771	
		job performance	6-item	(Williams & Anderson, 1991)	0.852	
11	“The impact of inclusive leadership behaviors on innovative workplace behavior with an emphasis on the mediating role of work engagement”	Inclusive leadership	9-item	Carmeli et al. (2010)	0.887	5-point Likert scale from 1='strongly disagree' to 5='strongly agree.'
		Work engagement	9-item	e (Lindell & Whitney, 2001)	0.823	
		Innovative workplace behavior			0.909	
12	The Role of Inclusive Leadership in Supporting an Inclusive Climate in Diverse Public Sector Teams	team ethnic-cultural diversity	Blau's index	(Harrison & Klein, 2007; Mayo et al., 2016)	0.95	Blau's index
		inclusive climate.	8-item	(Nishii, 2013)	0.90	a 5-point scale ranging from 1 = not at all applicable to 5 = very applicable
		Inclusive leadership	13-item	(Ashikali, 2019)		
13	Impact of inclusive leadership on innovative work behavior: The role of psychological safety	Inclusive leadership	9-item	Carmeli, Reiter-Palmon, and Ziv (2010)	0.82	a 5-point Likert-type scale, ranging from 1 = 'strongly disagree,' to 5 = 'strongly agree.
		innovative work behavior	9-item	Janssen (2000) based on Scott and Bruce's (1994)	0.83	a 5-point scale, used different labels (e.g., from 1 = 'never,' to 5 = 'always').
		role of psychological safety	5-item	Carmeli, Reiter-Palmon, and Ziv (2010)	0.73	a 5-point Likert-type scale, ranging from 1 = 'strongly disagree,' to 5 = 'strongly agree.
14	Does inclusive leadership incite innovative work behavior?	Inclusive leadership	9-item	Carmeli et al. (2010)	0.753	a 5-point Likert-type scale, ranging from 1 = 'strongly disagree,' to 5 = 'strongly agree.
		innovative work behavior	9-item	Janssen (2000)	0.812	
		role of psychological safety	5-item	Edmondson (1999)	0.953	
15	Effects of inclusive leadership on	Inclusive leadership	9-item	Carmeli et al. (2010)	0.906	a 5-point Likert-type scale, ranging from 1 =

	organizational citizenship behavior: the mediating roles of organizational justice and learning culture	Organizational citizenship behaviors	16-item	m Lee and Allen (2002)	0.970	'strongly disagree,' to 5 = 'strongly agree. a 7-point Likert-type scale, from 1 (strongly disagree) to 7 (strongly agree).
		Organizational learning culture	7-item	Yang et al. (2004) w	0.929	
		Organizational justice	11-item	Rahim, Magner Antonioni, and Rahman (2001)	0.951	
16	How Inclusive Leadership Enhances Follower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality	Inclusive Leadership	9-item	Carmeli et al. (2010)	0.884	6-point Likert scale (1 = strongly disagree, 6=strongly agree).
		Follower Taking Charge	10-item	6. Morrison EW, Phelps CC. Taking charge at work: extrarole efforts to initiate workplace change. Acad Manage J. 1999;42(4):403–419.	0.854.	
		Affective Commitment	6-item	y Meyer et al <sup>74</sup> and later applied in China by Zhao	0.814	
		Traditionality	5-item	Farh J-L, Earley PC, Lin S-C. Impetus for action: a cultural analysis of justice and organizational citizenship behavior in chinese society. Adm Sci Q. 1997;42.	0.791	
17	Is too much inclusive leadership a good thing? An examination of curvilinear relationship between inclusive leadership and employees' task performance	Inclusive Leadership	six behavioral expressions of managerial competency of inclusion from Pless and Maak (2004)	Zheng et al. (2017) / Shore et al. (2011) and Tang et al. (2014).	0.93	a seven-point Likert-type scale (1 = strongly disagree and 7 = strongly agree)
		Task performance	4-item	Williams and Anderson's (1991)	0.94	
18	INCLUSIVE LEADERSHIP AND WORK ENGAGEMENT: MEDIATING ROLES OF AFFECTIVE ORGANIZATIONAL COMMITMENT AND CREATIVITY	Inclusive Leadership	9-item	(ILS; Carmeli et al., 2010)	0.797	a 7-point Likert scale, where 1 = strongly disagree and 7 = strongly agree
		Employee Work Engagement	10-item	(EWE; Schaufeli et al., 2002)	0.979	
		Affective Organizational Commitment	6-item	(AOC; Meyer and Allen, 1997)	0.923	
		Employee Creativity	9-item	(EC; Tierney, Farmer, & Graen, 1999)	0.961	
19	Does inclusive leadership affect project success? The mediating role of	Inclusive Leadership	9-item	(ILS; Carmeli et al., 2010)	0.90	The five-point Likert scale was employed with 1 5 strongly disagree to 5 5 strongly
		Project Success	14-item	Aga et al. (2016)	0.90	

	perceived psychological empowerment and psychological safety	Psychological Empowerment.	11-item	Spreitzer (1995)	0.84	agree to measure the variables.
		Psychological Safety.	5-item	Carmeli et al. (2010)	0.80	
20	How and When Does Inclusive Leadership Curb Psychological Distress During a Crisis? Evidence From the COVID-19 Outbreak.	Inclusive Leadership	9-item	ILS; Carmeli et al., 2010	0.86	a seven-point Likert scale (strongly disagree to strongly agree).
		psychological distress	6-item	Kessler and Mroczek (1994)	0.86	a seven-point Likert scale (strongly disagree to strongly agree).
		Work Engagement		Chinese version (UWES-9)	0.91	a seven-point Likert scale (0 = never, 6 = always) recently used by Cheng et al. (2020)
		Employee self-sacrifice	5-item	Mostafa and Bottomley (2020).	0.88	a seven-point Likert scale (strongly disagree to strongly agree).



# Chapter Three

## RESEARCH METHODOLOGY

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# Chapter Three

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## RESEARCH METHODOLOGY

### 3.1 Introduction

In this chapter, the researcher will discuss the research methodology. Where he studies the effect of inclusive leadership on job performance and the role of mediating of innovative employee behavior, person-job fit, and affective organizational commitment on water recourses sector in Oman. In the methodology of this research, the research was designed, the method of data collection and the required samples, in addition to the target population and reliability of the variables, as well as what research tools are used.

### 3.2 Unit of Analysis

This research is an investigation on the ground to examine the relationships between the variables according to the assumptions that have been set. All the participants in this study are our respondents according to this method of research, as we do all the data and information from the respondents by developing a questionnaire for this purpose. All data will be done by employees of the water sector in the Sultanate of Oman. Where the unit of analysis in this study are the engineers, technicians, managers and general managers working in the water sector in the Sultanate of Oman.

### 3.3 Research Design:

Research design means that process that determines the framework of the research work plan or strategy adopted by the researcher to determine the method and process of all information and data that will benefit the research and study, as the research design includes the time frame or time horizon, the types of numbers, and the unit of analysis, which will be discussed separately below. This research will be based on the primary data and can be called causal research.

### **3.4 Types of study:**

This research is considered among the causal studies, where the highlight is in this research on the effect of Inclusive leadership on job performance. As this study was adopted according to correlational studies, which means that there is a correlation between the variables.

### **3.5 Study setting:**

The participant in this study or respondent is that employee who works in the water resources sector in the Sultanate of Oman in the various governorates and the states whose number is 61 Walayat and 11 governorates. Where the questionnaire was distributed to all employees through the use of social networking sites such as WhatsApp, Twitter, and Facebook, in addition to using the e-mail of some employees. Also, "Maktabi" program was used for the organization's employees, where a questionnaire form was sent through this program for communication and completing the daily work related to each employee. In order to better fill out the questionnaire, employees were visited at their workplace to ensure that the questionnaire was completed.

### **3.6 Time Horizon:**

In this study, data was collected by filling out a questionnaire within 40 days. The data in this study are cross-sectional in nature and were collected at one time only.

### **3.7 Population and Sampling:**

Always in any study, the population consists of those events, people, and all things related to the subject of the study, which the researcher and specialist want to investigate and study from all its aspects. In this research, the study populations are employees of the water resources sector in the Sultanate of Oman in their various technical and administrative specializations.

The sample selected in this study is a population that works in the water resources sector in the Sultanate of Oman, and they represent all segments of the population in the organization that the researcher works. The electronic questionnaire was distributed to all employees of the

organization in various locations and directorates in the governorates of the Sultanate. The target population is 500 respondents, by distributing them through social media and post offices. The researcher went to the work sites at the Ministry's headquarters in Muscat to meet the directors and general managers and explain to them the purpose and aim of this study, how data will be collected from employees, and what methods are followed in this regard. Also, a number of departments were approached in some states and governorates of the Sultanate for the same purpose. The employees were promised that they would be given data if they wanted. Because of the COVID-19 pandemic, we only collected 312 responses to the questionnaire, as we could not reach the largest number of respondents.

### **3.7.1 Data Collection and Sampling Technique:**

In this study, we use an easy and convenient sampling technique to collect the required data efficiently, using the electronic questionnaire method that helped many researchers in distributing all the data for the purposes of scientific research. All information from 312 water sector employees who are showing impact of inclusive leadership on job performance and the role of mediating of innovative employee behavior, person-job fit, and affective organizational.

All data is the most important step in the research, as the results that will be analyzed depend on it. The source from which the data is collected for this study is absolutely essential. In the questionnaire, a different set of information was used that helps shape the picture for this study. It is known that collecting responses to questionnaires is difficult in our region due to the lack of culture in this regard, but nevertheless we overcome this problem by following the distribution of the questionnaires by personal numbers for most of the employees.

### **3.7.2 Sample Characteristics:**

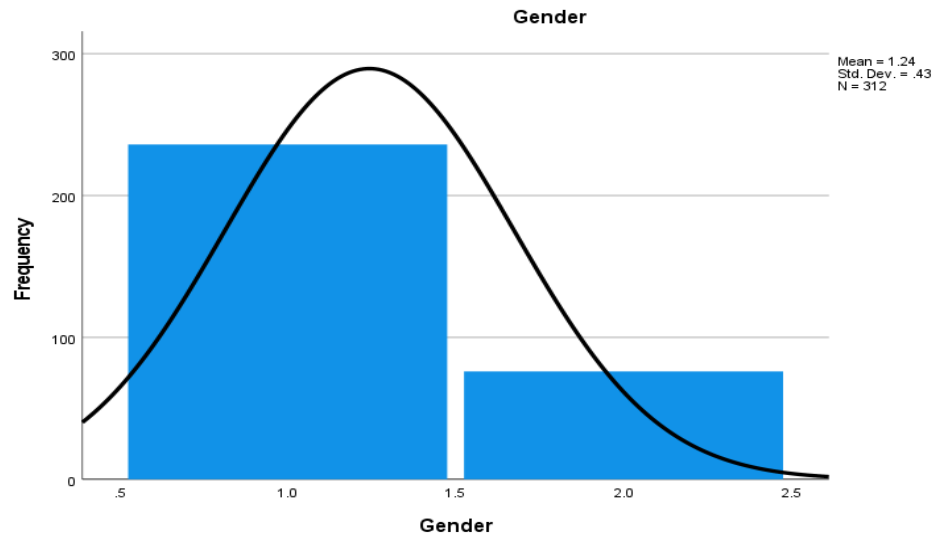
In this part, we will inquire about the characteristics of the samples, which include demographic characteristics, the most important of which are gender, age, marital status, educational level, years of experience in the organization and the current job held by the respondent.

### 3.7.2.1 Gender:

One of the control variables that are taken into questionnaires is gender. The aim of taking Gender in the study is to maintain equality between male and female in the organization and to know the percentage of participation between each of them. Because gender is one of the important elements in the questionnaires because it reflects the demographics and the difference between the number of employees in the organization and in order for all sexes to participate, and to understand the nature of the response through analyzing the questionnaire.

**Table 2: Frequency and Percentage by Gender.**

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	236	75.6	75.6	75.6
	Female	76	24.4	24.4	100.0
	Total	312	100.0	100.0	



**Figure 2: Frequency by Gender.**

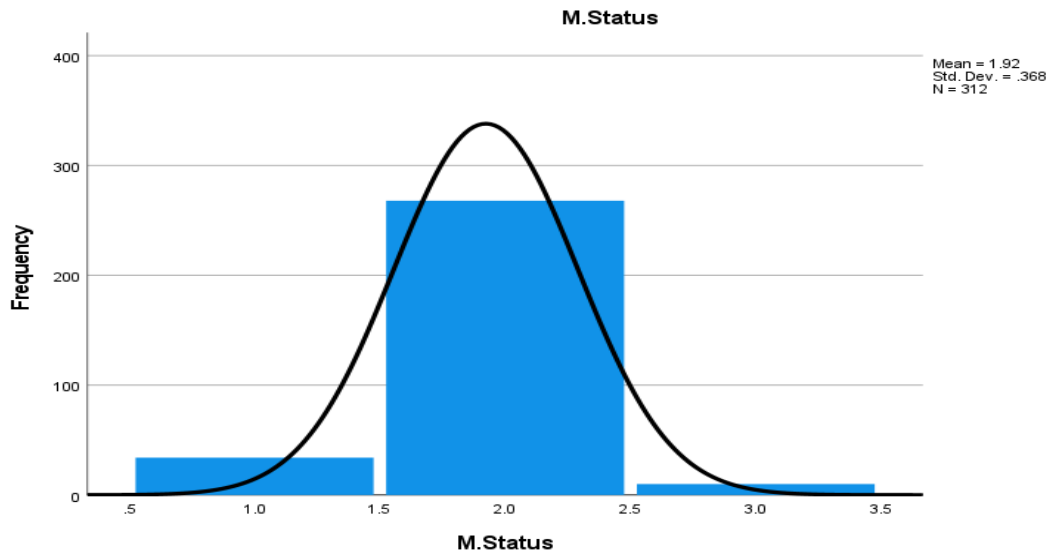
Table 2 and figure 2, above shows the number and percentage of respondents to this study according to filling out the distributed questionnaire. The table shows that the percentage of males participating in the response was 75.6%, while the percentage of female responses was 24.4%. This means that the male participation rate is higher than the total number of answers, 312. The reason is that most of the employees cutting off water resources are male.

### 3.7.2.2 Marital status

The marital status is placed among the control variables, due to its importance in terms of knowing whether the respondent is single, married, or divorced. As through this, the respondents' attitudes and the effects of marital status on the results are identified.

**Table 3: Frequency and Percentage by marital status.**

		<b>Marital Status</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	34	10.9	10.9	10.9
	Married	268	85.9	85.9	96.8
	Divorced	10	3.2	3.2	100.0
	Total	312	100.0	100.0	



**Figure 3: The respondent's marital status.**

From table 3 above and figure 3, it is clear that most of the respondents were married, with a rate of 85.9%. In the second level, single respondents came with 10.9%. Finally, the least number of respondents are divorced, and their percentage represents 3.2%.

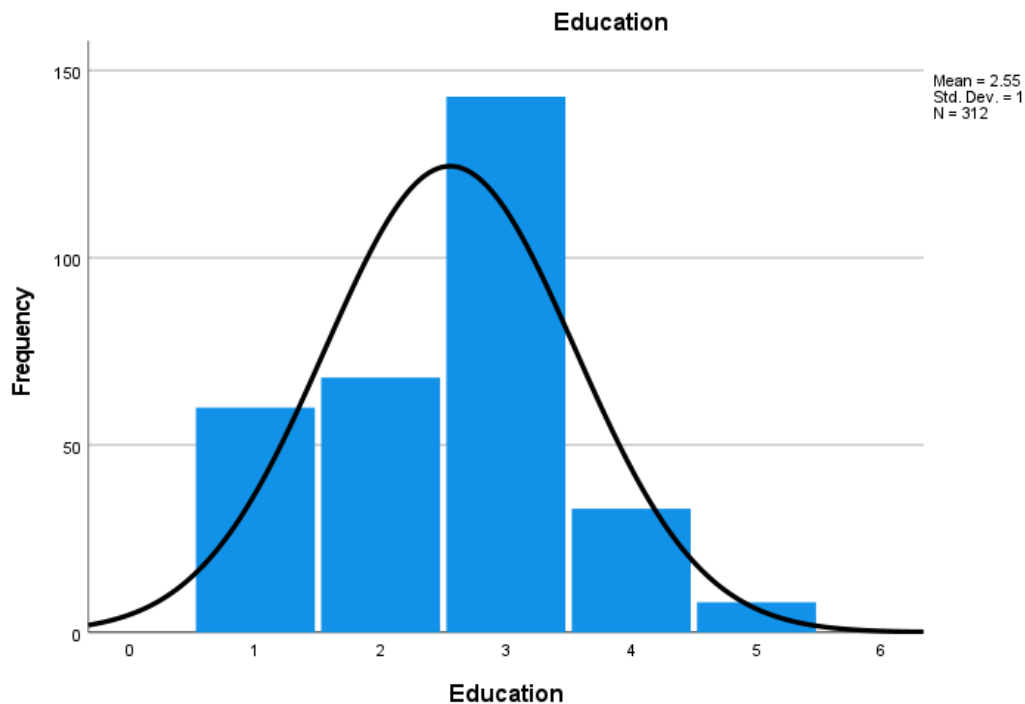
### 3.7.2.3 Educational Level

Academic qualifications are always placed in any questionnaire, because the academic qualification represents the importance of knowing the study background of the respondent in

order to build on it the analyzes related to some of the questions in the questionnaire. In this study, all the qualifications were set, starting from the high school qualification, the diploma, and the bachelor's degree to the last, the doctoral qualification.

**Table 4: Frequency and Percentage by Education Level.**

		<b>Education Level</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	60	19.2	19.2	19.2
	Diploma	68	21.8	21.8	41.0
	Bachelor's degree	143	45.8	45.8	86.9
	Master's degree	33	10.6	10.6	97.4
	Doctoral degree	8	2.6	2.6	100.0
	Total	312	100.0	100.0	



**Figure 4: The respondent's qualification.**

In the table 4, above and figure 4, the percentage of the respondents' academic qualifications are represented, as the percentages vary between the different qualifications of the respondents, most respondents have a bachelor's degree by 45.8%, and then the diploma

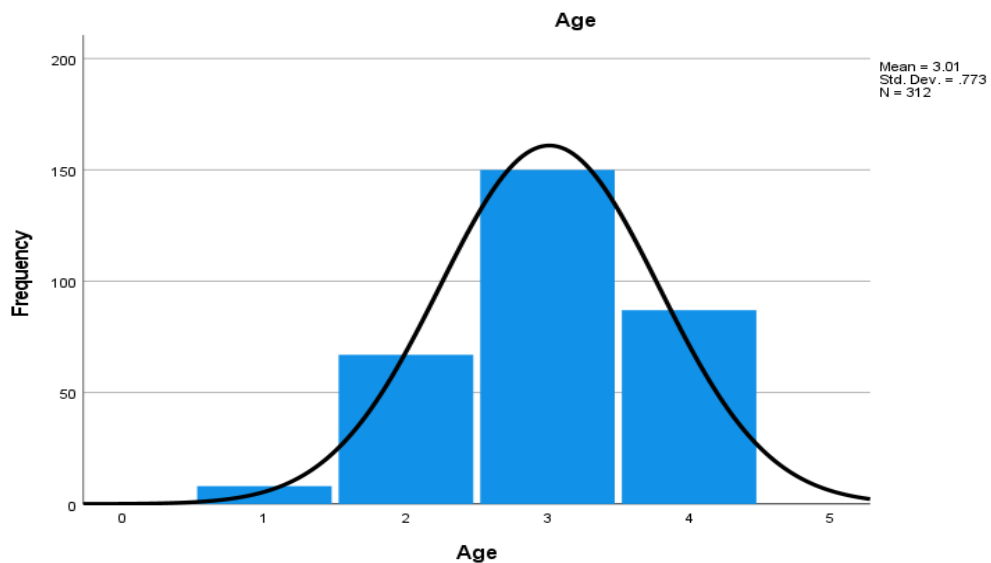
qualification at a rate of 218%, and the percentage came third for respondents with a high school qualification by 19.2%, then the master’s degree by 10.6%, and finally the doctoral qualification by 2.6%.

### 3.7.2.4 Age

In most studies, including this one, an age range and a specific age scale are used in order to give satisfaction to the respondents because in most people they do not like to give the exact age, especially females, and for this reason the minimum range was used in order to analyze the age later.

**Table 5: Frequency and Percentage by Age.**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25 years	8	2.6	2.6	2.6
	25 to less than 35 years	67	21.5	21.5	24.0
	35 to less than 45 years	150	48.1	48.1	72.1
	Over 45 years	87	27.9	27.9	100.0
	Total	312	100.0	100.0	



**Figure 5: The respondent's Age.**

Table (5) shows the age of the respondents in this study. Where the highest response was for those whose ages ranged from 35 years and less than 45 with a percentage (48.1), and those



aged over 45 years coming second with a percentage (27.9). As for the penultimate number, they are those whose ages range from 25 to less than 35 years with a percentage (21.5). The least age respondents who participated in this study are less than 25 years old with a percentage (2.6).

### 3.7.2.5 Years of experience

We used specific ranges for the time and years of experience of the respondents in order to find out the duration of work that the respondent spent in the organization, as the ranges that are in the table below were used and easily, the respondents can answer in accordance with their practical experience in their field of work.

Table 6: Frequency and Percentage by years of experience.

		Experience		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	Less than one year	11	3.5	3.5	3.5
	One year to less than five years	12	3.8	3.8	7.4
	Five years and less than ten years	132	42.3	42.3	49.7
	Ten years or more	157	50.3	50.3	100.0
	Total	312	100.0	100.0	

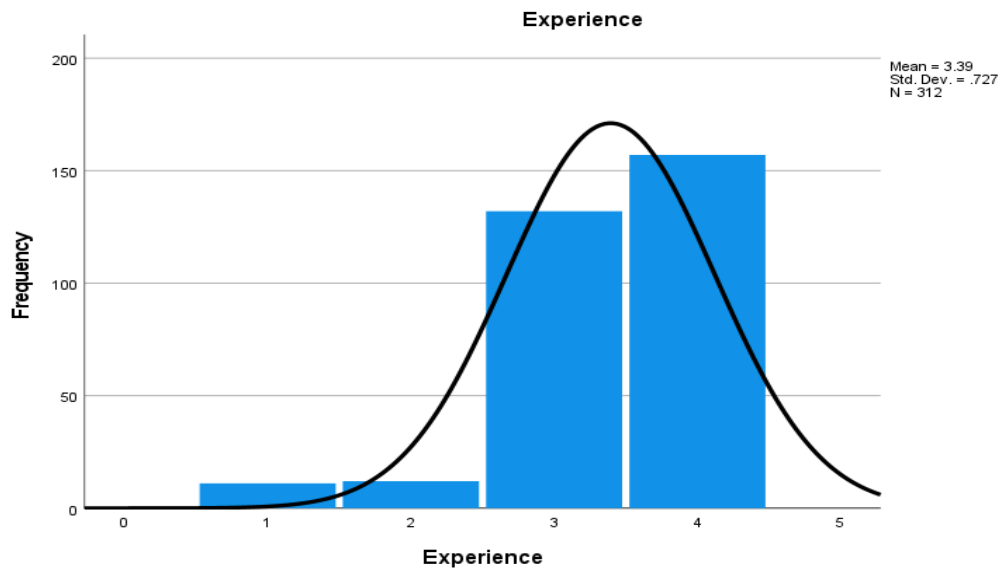


Figure 6: The respondent's Experience years.

Figure 6, and table 6 show, where the largest percentage of respondents represented in the field of experience of ten years or more, with a rate of 50.3%. Whereas, in the second place, 42.3% of respondents whose scope of experience was of five years and less than ten years came. While the scope of experience from one year to less than five years, 3.8%. And percentage of experience less than one year, was 3.5%. Which can be said to be the reason for the lack of employment by the government in the last five years because of the economic and financial conditions of the Sultanate of Oman due to the collapse of oil prices.

### 3.7.2.6 Current job

The current job is a good indicator in this study because understanding the results and linking them with the main variables depends on it and how the respondents differ in terms of trends based on the current job, as the various jobs were placed in this study in order for the respondent to choose the appropriate choice for him, where the position of the general manager and assistant General manager, director, assistant manager, administrator, head of department, engineer and technician, and others for the functions that were not mentioned.

**Table 7: Frequency and Percentage by Current job.**

		<b>Job</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	General Manager and Assistant General Manager	4	1.3	1.3	1.3
	Director and assistant manager	36	11.5	11.5	12.8
	Administrative	26	8.3	8.3	21.2
	Department head	85	27.2	27.2	48.4
	Technician or engineer	150	48.1	48.1	96.5
	Other	11	3.5	3.5	100.0
	Total	312	100.0	100.0	

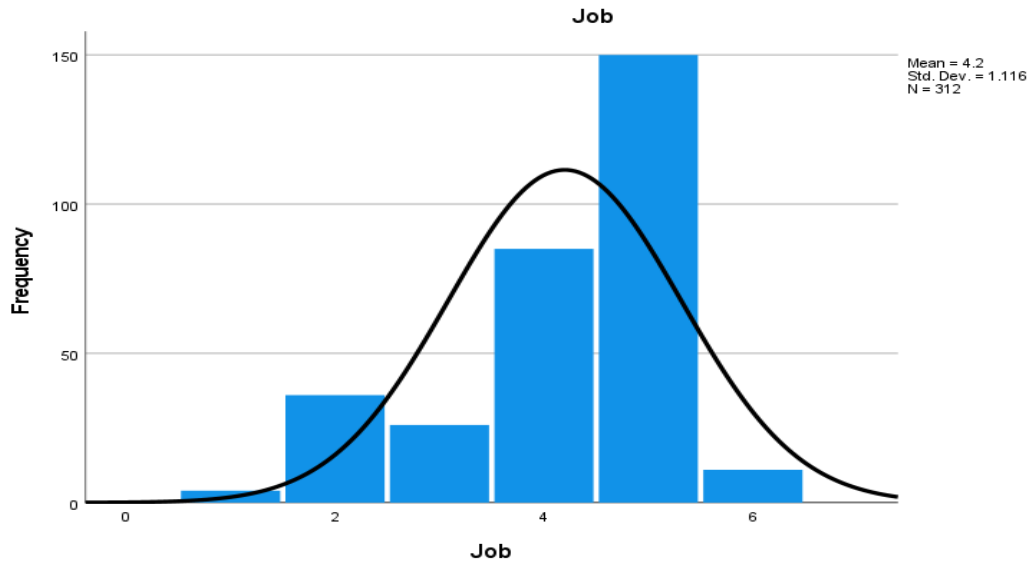


Figure 7: The respondent's Current job.

In table 6 and figure 6, above, the percentage and number of respondents represents the correlation of each current job. Where the highest among the jobs is a technician or engineer job with a rate of 48.1%. Secondly, the number of respondents the most in the position of department head, at a rate of 27.2%, followed by a position of director and assistant manager at a rate of 11.5%, and then an administrative position by 8.3%. The rate came before the last for other jobs at 3.6%, while the position of General Manager and Assistant General Manager was the last at 1.3%.

### 3.8 Measurements

In this study, a questionnaire was used to measure five variables, which are inclusive leadership, job performances, innovative employee behavior, person-job fit, and affective organizational commitment, on seven-likert scale from "1 = totally disagree to 7 = strongly agree".

#### 3.8.1 Inclusive Leadership:

In this study, inclusive leadership was measured using a 9-items scale developed by Carmeli, A., Reiter Palmon, R., & Ziv, E. (2010) L. All items in this variable are answered by 7-point scale. Some elements in this variable such as "the manager is open to hearing new ideas".

### **3.8.2 Job Performances**

The researcher used 6 items to measure job performance, which was developed by William & Anderson, 1991. All items in this variable are answered by 7-point scale. Among the items in this variable are, for example, "I excel at my colleagues by performing work tasks" and "I can effectively accomplish the work goals assigned to me."

### **3.8.3 Innovative Employee Behavior**

To measure the innovative employee behavior in this study, a 9-Items scale was used. These scales were developed by Janssen (2000). The respondent responds using a Likert scale, which consists of 7-points scale, where 1 = strongly agree to 7 = totally disagree. Among the items related to this variable and included in this measurement are, "I seek to find new ideas for complex issues" and "I search for new methods, techniques, and working mechanisms."

### **3.8.4 Person-Job Fit**

3-Items used to measure a person-job fit developed by Mulki et al. (2006) and Choi et al. (2017). Among the Items included in this scale, such as "There is an appropriate compatibility between what the current job offers me in terms of benefits and what I am looking for in the desired job" and "My current job gives me everything I hope for in the desired job".

### **3.8.5 Affective Organizational Commitment**

In the variable effective organizational commitment, an 8-component scale developed by AOC; Meyer and Allen, 1997. Among the items measured, for example, "I would be very happy if I spent the rest of my professional life in this institution" and "I really feel that the problems of this institution are part of my personal problems."

## **3.9 Reliability and Validity Analysis of Scale Used**

There are some different steps and tests that must be done to ensure the validity and reliability of the questionnaire. In this study, the degree of reliability and validity was measured in order to ensure that the results were consistent and of research value.

### 3.9.1 Reliability

Reliability is stated to a procedure of giving similar constant outcomes over the different period of time. When we test specific item or scale over and over again. Scale reliability represents the capability of scale for giving constant results when we test it for many times (Emmanuel, 2020). Reliability analysis is the process to measure the scale consistency result of measurement (Jalil, 2017).

The acceptable range of Cronbach alpha is lie between 0 and 1 (Cronbach, 1951). Reliability of scale is considered higher when the value of Cronbach alpha is also higher. When the value of Cronbach alpha comes out 0.7 than the scale is considered reliable and when the value of Cronbach alpha is less than 0.7, the scale is considered as less reliable (Emmanuel, 2020).

For over fifty years, the assessment of scale reliability has been a part of the construct validation process. During this time, statements like reliability coefficients need to exceed 0.70 for basic research and reliability is a prerequisite for validity (Thomas, 2008).

The statistic “typically” ranges from 0.00 to 1.00, but a negative  $\alpha$  value can occur when the items are not positively correlated among themselves. The size of alpha depends on the number of items in the scale. For example, assume the reliability for a 4-item scale is .80. If the average correlation among the items remains constant (e.g., .50), and the number of items increases, the scale’s reliability increases to .86 with 6 items, and .91 with 10 items. For 20 items, the reliability increases to .95. Conversely, if the scale had only 2 items and the same average correlation, the reliability declines to .66 (Vaske et al., 2017).

Nunnally and Bernstein (1994) explain the standard of the Cronbach alpha value, the range of value .70 or more considered good reliable and below .70 considered not a good reliability. In addition, alpha has more desirable properties than other indices of reliability such as split-half correlations (Shevlin et al., 2000).

We can find out the degree of reliability by calculating the Cronbach’s Alpha coefficient with the following equation:

$$\alpha = \left( \frac{N}{N - 1} \right) \left( \frac{\sigma_X^2 - \sum \sigma_{Yi}^2}{\sigma_X^2} \right)$$

where:

N = the number of survey items in the scale

$\sigma_X^2$  = the variance of the observed total scores

$\sigma_{Yi}^2$  = the variance of item i for person y

Variables	Source	Items	Cronbach's Alpha
Inclusive leadership	Carmeli, A., Reiter Palmon, R., & Ziv, E. (2010)	9	0.959
job performances	William & Anderson, 1991.	6	0.835
Innovative Employee Behavior	Janssen (2000).	9	0.894
person-job fit	Mulki et al. (2006) and Choi et al. (2017).	3	0.936
Affective Organizational Commitment	AOC; Meyer and Allen, 1997	8	0.956

**Figure 8: Cronbach's Alpha of Study Variables.**

In the table above, the reliability of each variable in the study is measured and the results of the measures we used in the current studies are shown by calculating the Cronbach's Alpha value using Statistical Package for the Social Sciences software (SPSS). The above table shows that inclusive leadership has a value of 0.959 of Cronbach alpha and that the job performances items have a value of 0.835 of a Cronbach alpha. The innovative employee behavior scale has 0.894 Cronbach alpha values, while the person-job fit has 0.936 Cronbach alpha values. The affective organizational commitment scale has 0.956 Cronbach alpha values. The Cronbach alpha value for all variables scale is more than 0.8 which means that all scales are reliable.

### **3.9.2 Validity**

Validity is concerned with the meaningfulness of research components. When researchers measure behaviors, they are concerned with whether they are measuring what they intended to measure (Golfashni, 2011).

Validity is an integrated evaluative judgment of the degree to which empirical evidence and theoretical rationales support the adequacy and appropriateness of interpretations and actions based on test scores or other modes of assessment (Messick, 1990). The principles of validity apply not just to interpretive and action inferences derived from test scores as ordinarily conceived, but also to inferences based on any means of observing or documenting consistent behaviors or attributes (Messick, 1990) .

After preparing the questionnaire and preparing it with the presence of the variables and hypotheses placed in it based on the variables and their relationship with each other, the validity of the questionnaire must be verified by reviewing and filtering it by the supervisor of this research and modifying some aspects of the questionnaire. After re-adjusting the questionnaire, the study summary and the questionnaire were distributed to specialists from different academics at A'Sharqiyah University to help review the questionnaire from all its linguistic and spelling aspects. After that, with the distribution of the questionnaire, it was ensured that the respondents understood the questionnaire and the elements contained in it, which are clear to them.

# Chapter Four

## Result and Discussion

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# Chapter Four

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## Result and Discussion

### 4.1 Result

#### 4.1.1 Data Analysis

In this chapter, the researcher will analyze the results of this study by focusing on including a number of important analyzes that help in understanding the results of the study in a scientific and logical manner. The most important analyzes are descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation and moderation analysis, description of each hypothesis with results, summary of all hypotheses with details of acceptance and rejection of each hypothesis, including discussion as well.

#### 4.1.2 Descriptive Statistics

The importance of descriptive statistics lies in describing the numerical data for all the variables in this study, which are inclusive leadership, job performance, innovative employee behavior, job-fit person, effective organizational commitment, in addition to the control variables, which are age, gender, job status, work experiences and job title that were developed in this study. Descriptive statistics give a description of the data in an understandable, clear and purposeful manner. In this section we will include the maximum value for each variable in the study, the minimum values for each variable, the standard deviation for each variable, the mean value for each variable and the total number of responses and percentage of responses. The standard deviation of the variables shows the variance of the responses from their mean values, while the mean value of each variable tells us the mean of the responses. The full variables for this study were scales on a 7-point Likert scale ranging from 1 to 7, showing 1: disagree at all and 7 being strongly agree. Descriptive statistics provide important statistical points and provide the general summary

of the data. In the tables below, we present some numbers that represent the complete data in the metadata, which is represented by the tables below.

**Table 8: Descriptive Statistics for controls variables.**

	<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Gender	312	1	2	1.24	0.430	0.185
Marital Status	312	1	3	1.92	0.368	0.136
Education Level	312	1	5	2.55	1.000	1.000
Age	312	1	4	3.01	0.773	0.598
Work Experience	312	1	4	3.39	0.727	0.529
Current Job	312	1	6	4.20	1.116	1.247
Valid N (listwise)	312					

**Descriptive Statistics (N=312)**

In Table 8 above, the descriptive statistics represent the control variables in the study. We note that there are 7 columns, and each column puts one of the analyzes for each control variable, where the first column tells the names of the variable, namely gender, age, educational status, work experience, and job title of the respondent. The second column shows the total size of the study sample, the third column shows the minimum value calculated in the response for each control variable in the study, the fourth column contains the maximum value received during the response of that particular variable, the fifth column represents the average data, and the sixth column represents the standard deviation of the collected data, and the last column shows the variance of the data received during the response to this questionnaire.

From Table 8, it is clear that, the minimum values for all control variables are 1. While the maximum values for all variables are different, the maximum value for Gender is 2 and the maximum value for marital status is 3. In addition, there is a maximum age of 4. The educational status has a maximum value of 5. Work experience has a maximum value of 4, and a job title has a maximum value of 6.

From the above table, it is clear that, the mean for the sex is 1.24 and the standard deviation for the sex is 0.430 with the variance being 0.185. Also, the mean of the social statute is 1.92, the standard deviation is .368, in addition to the value of the variance, which is .136. As for the educational status of the respondents, it has a mean value of 2.55 and a standard deviation of 1.000, in addition to the variance of 1.000. 3.01 is the mean age of the

respondents with a standard deviation of 0.773 and variance of 0.598. The respondent's work experience has a mean of 3.39, a standard deviation of .727, and a variance of .529. Finally, the job title of the respondent, where the mean was 4.20, standard deviation 1.116, and variance equal to 1.247.

**Table 9: Descriptive Analysis for independent, dependent and mediator variables.**

<b>Descriptive Statistics</b>						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Inclusive Leadership	312	1.00	7.00	5.1065	1.32860	1.765
Innovative Employee Behavior	312	2.11	7.00	5.5075	.79258	.628
The Person-Job Fit	312	1.00	7.00	3.2660	1.76042	3.099
Affective Organizational Commitment	312	1.00	7.00	3.4776	1.58701	2.519
Job Performance	312	1.67	7.00	5.6907	.88174	.777
Valid N (listwise)	312					

**Descriptive Statistics (N=312)**

Table 9 above represents the descriptive statistics for the main variables in the study and the intermediate variables. It is noted that there are 7 columns, and each column puts one of the analyzes for each variable, where the first column tells about the names of the variable, the second column shows the total size of the study sample, the third column about the minimum value calculated in response to a particular variable, the fourth column contains the maximum value that received during the response of this particular variable, the fifth column represents the mean of the data, the sixth column represents the standard deviation of the collected data calculated respectively, and the last column shows the variance of the data received during the response to this questionnaire.

The minimum value for inclusive leadership is 1 and the maximum value is 7, where the inclusive leadership is taken as an independent variable in this study. As for innovative employee behavior the minimum value was 2.11 and the maximum value was 7, and it is considered as mediator variable. The person-job pit has a minimum value of 1 and a

maximum value of 7, It is also taken as mediator variable. Affective organizational commitment has a minimum value of 1 and a maximum of 7 and is a mediator within the framework of this study. Finally, for job performance, a minimum value of 1.67 and a maximum value of 7, and it is considered as dependent variable. The mean value of the inclusive leadership is 5.1065 with 1.32860 standard deviations, with the variance value of 1.765. The mean value of the innovative employee behavior also shows a mean value of 5.5075 and a standard deviation of 0.79258, in addition to the variance value of 0.628. The mean has a value of person-job fit 3.2660, a standard deviation of 1.76042 and a variance of 3.099. Affective organizational commitment has a mean of 3.4776, a standard deviation of 1.58701, and a variance of 2.519. The mean value of job performance is 5.6907 and the standard deviation is 0.88174, and the variance is 0.777. This analysis was measured based on the inclusive response we collected in the data collection process and we select for this analysis. 312 answers were selected for the purpose of descriptive variable analysis.

## 4.2 Correlation Analysis

The main purpose of correlation analysis is to find the degree of variability of a variable together. In this section, the correlation analysis explains the links between the variables in this study, and it also tells about the strength of the relationship between each variable with the other variable and the trends of the relationship between the variables. When we talk about positive correlation, it defines how low or increasing the variables are in the parallel figure. In the case of negative correlation, the correlation variables do not move in parallel. Pearson's analysis is used to calculate the correlation coefficient and analyze the correlation between different variables. There is a limited range for the correlation coefficient and it is within -1.00 and +1.00. This means that if the value is -1.00, then this shows a completely negative correlation between the variables, and if the value of the correlation is equal to +1.00, it shows a complete positive correlation between the variables. Also there is an indication if the correlation value ranges from -1.0 to -0.5, it is considered a high/strong correlation between the variables. On the other hand, if the correlation value ranges from -0.5 to -0.3 or 0.3 to 0.5, this means that the correlation is considered a moderate correlation, and if the correlation value ranges from -0.3 to -0.1 or 0.1 to 0.3, it is considered a low or

weak correlation between the variables. But if the correlation between the variables is zero, that means that there is no correlation between the variables.

**Table 10: Correlation Analysis.**

Variables	Inclusive leadership	Job performance	innovative employee behavior	person-job fit	Affective Organizational Commitment
Inclusive leadership	1				
Job performance	0.264**	1			
innovative employee behavior	0.222**	0.541**	1		
person-job fit	0.088	-0.004-	0.143*	1	
Affective Organizational Commitment	0.129*	0.045	0.115*	0.449**	1

Table 10, shows the correlation between the variables in this study. Through the data in the above table, we can prove that the relationship between inclusive leadership and job performance is a positive and significant relationship, as  $r = 0.264^{**}$ ,  $P < .001$ . There is also a positive relationship between inclusive leadership and innovative employee behavior where  $r = 0.222^{**}$ ,  $P < .001$ . The above correlation table also shows that the correlation between inclusive leadership person job-fit which is a positive and significant relationship, where  $r = 0.088$ ,  $P = 0.122$ . There are also positive and significant relationships between inclusive leadership and affective organizational commitment, where  $r = 0.129^*$ ,  $P = 0.023$ .

### 4.3 Regression Analysis

Regression is a statistical method used to analyze data to determine the strength of the relationship between variables, that is, the strength of the relationship between one dependent variable and a number of other variables is determined, which are known as independent variables.

For the regression analysis, SPSS programs were used, in order to understand the relationship between the dependent variables and the independence, in addition to explaining the connection between the variables with the mediating variables and their role

in the influence between the dependent and independent variables. In this study, inclusive leadership as a dependent variable (DV), job performance as an independent variable (IV), innovative work behavior, person job-fit, and effective organizational commitment were used as mediating variables.

### 4.3.1 Regression between Inclusive Leadership and Job Performance.

From Table 11, the researcher concludes that inclusive leadership has a positive, direct, and significant relationship with job performance (Perf) through the presence of a significant of B value (B= 0.104), an important t-value (4.772) and a P-value less than 0.01 (<.001). Therefore, when focusing on the end of the table from the left, the value of 95.0% Confidence Interval for B, where both UL and LL are positive signs that show that the hypothesis is accepted, because all the signs of the values are positive and P value is <.001. The value of B indicates the strength of the impact of the inclusive leadership relationship on job performance, where B = 0.174 (17.4%).

Table 11: Regression Analysis.

Model		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	4.804	0.192		25.029	<.001	4.426	5.182
	Inclusive Leadership	0.174	0.036	0.262	4.772	<.001	0.102	0.245

a. Dependent Variable: Job Performance

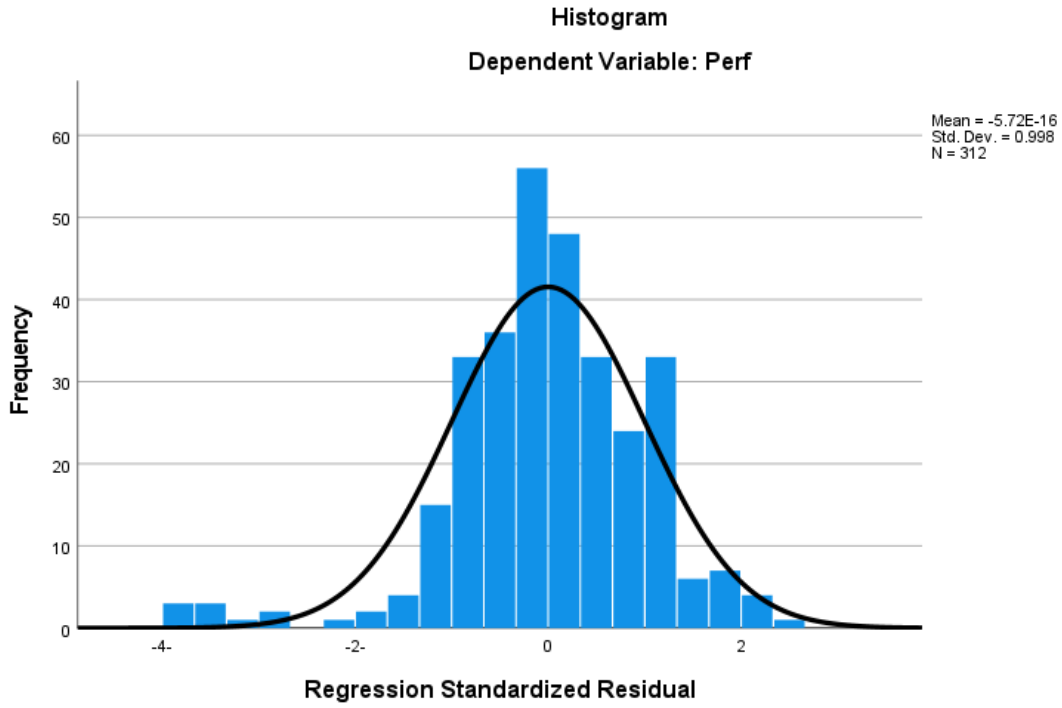


Figure 9: Regression between IV and DV.

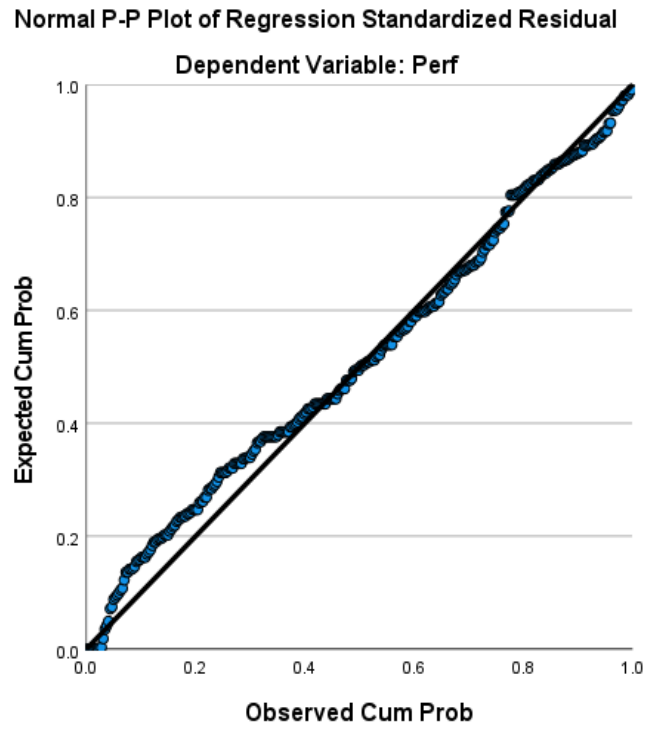


Figure 10: Normal P-P Plot of Regression.

### 4.3.2 Regression of mediation variable

In the analysis of intermediate variables, the Preacher and Hayes process was used. PROCESS is an observed and observed variable logistic regression path analysis modeling tool. It is widely used by social, business and health sciences to estimate direct and indirect effects in unimodal and multimodal (parallel and sequential) moderator models, two- and three-way interactions in moderation models along with simple slopes and regions of interest to explore interactions, and conditional indirect effects in moderation models. Supervised brokerage with one or more brokers or brokers.

### 4.3.3 Regression between Inclusive Leadership and Innovative Employee Behavior.

Through the table 12, shows the relationship between Inclusive Leadership as an Independent variable and the Innovative Employee Behavior variable as a mediating variable. Where the value of B = 0.1043, and the value of t = 3.1269. That is, the strength of the relationship affecting Inclusive Leadership is more than 10%. Also, the LLCI value and ULCI value have a positive sign, meaning that the relationship is positive and a significant relationship where P = 0.0019 (<0.005). This means accepting the hypothesis related to this relationship.

Table 12: Regression Analysis for Innovative Employee Behavior.

Regression of mediation variable:						
Inclusive Leadership						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.1749	0.0306	0.6109	9.7772	1.0000	310.0000	0.0019
Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.9748	0.1760	28.2650	0.0000	4.6285	5.3211
<b>Innovative Employee Behavior</b>	0.1043	0.0334	3.1269	0.0019	0.0387	0.1700
Standardized coefficients						
	coeff					
<b>Inclusive Leadership</b>	<b>0.1749</b>					



#### 4.3.4 Regression between Inclusive Leadership and Person-Job Fit.

Through the table 13, shows the relationship between Inclusive Leadership as an Independent variable and a person Job-Fit variable that as a mediation variable. Where the value of B = 0.2024, and the value of t = 2.7218. That is, the strength of the relationship affecting Inclusive Leadership is equal to 20.24%, which is a positive and that value indicates the a good of the relationship, but it is a positive relationship. Because of the value of P = 0.0069 which is > 0.005 it indicates a non-significant value, moreover, due to the same signs of LLCI and ULCI it indicates that there is positive relationship between Inclusive Leadership and Person-Job Fit. Through this, we can confirm the accepts of the hypothesis related to this relationship.

Table 13: Regression Analysis for Person-Job Fit.

Regression of mediation variable						
Inclusive Leadership						
Model Summary						
<b>R</b>	R-sq	MSE	F	df1	df2	p
<b>0.1528</b>	0.0233	3.0365	7.4080	1.0000	310.0000	0.0069
Model						
	Coeff	se	t	p	LLCI	ULCI
constant	2.2323	0.3924	5.6892	0.0000	1.4603	3.0044
<b>Person-Job Fit</b>	0.2024	0.0744	2.7218	0.0069	0.0561	0.3488
Standardized coefficients						
	<b>coeff</b>					
Inclusive Leadership	<b>0.1528</b>					

#### 4.3.5 Regression between inclusive leadership and Affective Organizational Commitment.

Table 14, above indicates the relationship between Inclusive Leadership as an Independent variable, and the Effective Organizational Commitment variable as a mediating variable. where the value of B coeff. = 0.2154, and the value of t = 3.2282. That is, positive relationship because affects Inclusive Leadership is 21.56%. Also, the value of LLCI and ULCI have a positive sign, which means that the relationship is positive and significant relationship where P = 0.0014 which is (> 0.005), so, the relationship between Inclusive Leadership and Effective Organizational Commitment Accepted above reasons.

**Table 14: Regression Analysis for Effective Organizational Commitment.**

<b>Regression of mediation variable</b>						
<b>Effective Organizational Commitment</b>						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.1803	0.0325	2.4445	10.4214	1.0000	310.0000	0.0014
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.3775	0.3521	6.7530	0.0000	1.6848	3.0703
Inclusive Leadership	0.2154	0.0667	3.2282	0.0014	0.0841	.3467
Standardized coefficients						
	coeff					
Inclusive Leadership	<b>0.1803</b>					

**4.3.6 Regression between Innovative Employee Behavior and job performance.**

Through the table 15, shows the relationship between job performance as a dependent variable and the innovative employee behavior variable as an intermediate variable. Where the value of B = 0.4284, and the value of t = 9.5449. That is, the strength of the relationship affecting job performance is more than 42%. Also, the LLCI value and ULCI have a positive sign, meaning that the relationship is positive and a significant relationship where P = 0.000 (>0.005). This means accepting the hypothesis related to this relationship.

**Table 15: Regression Analysis for Innovative Employee Behavior and job performance.**

<b>Regression of Mediation variable</b>						
<b>Job performance</b>						
	coeff	se	t	p	LLCI	ULCI
constant	3.0696	0.2584	11.8770	0.0000	2.5611	3.5781
<b>Innovative Employee Behavior</b>	0.4284	0.0449	9.5449	0.0000	0.3401	0.5167

### 4.3.7 Regression between Person Job-Fit and job performance.

Through the table 16, shows the relationship between Job Performance as a dependent variable and a Person-Job fit variable that as a mediation variable. Where the value of  $B = 0.078$ , and the value of  $t = .6896$ . That is, the strength of the relationship affecting job performance is equal to 7.81%, which is a positive and few value and indicates the weakness of the relationship, but it is a positive relationship. In addition to the high value is a negative value and the minimum value is positive, meaning that their value is opposite. Because of the value of  $p = 0.4909$  which is  $> 0.005$  it indicates a non-significant value, moreover, due to the opposite signs of LLCI and ULCI it indicates that there is no intermediate relationship between job performance and person Job-Fit. Through this, we can confirm the rejection of the hypothesis related to this relationship.

Table 16: Regression between Person-Job Fit and job performance.

Regression of Mediation variable						
Job performance						
	coeff	Se	t	p	LLCI	ULCI
constant	2.8214	0.6525	4.3241	0.0000	1.5375	4.1052
<b>Person-Job Fit</b>	0.0781	0.1133	0.6896	0.4909	-0.1448	0.3011

### 4.3.8 Regression between Affective Organizational Commitment and Job Performance.

Table 17, indicates the relationship between job performance as a dependent variable, and the effective organizational commitment variable as a mediating variable. where the value of  $B = 0.2366$ , and the value of  $t = 2.3348$ . That is, positive relationship because affects job performance is 23.66%. Also, the value of LLCI and ULCI have a positive sign, which means that the relationship is positive and a not significant relationship where  $P = 0.0202$  which is ( $> 0.005$ ), so, the relationship between job performance and effective organizational commitment rejected because  $P = 0.0202$ .

**Table 17: Regression between Affective Organizational Commitment and job performance.**

<b>Regression of Mediation variable</b>						
job performance						
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.1311	0.5835	3.6520	0.0003	0.9829	3.2793
<b>Affective Organizational Commitment</b>	0.2366	0.1013	2.3348	0.0202	0.0372	0.4360

**4.3.9 Regression between Inclusive Leadership and Job Performance, with mediating variables.**

Table above 18, indicates the relationship between Inclusive leadership as an independent variable and job performance as a dependent variable, in addition to the mediating variables, which are innovative employee behavior, person Job-Fit and effective organizational commitment. The above table 18, shows that there is a positive and significant relationship between Job Performance and Inclusive Leadership, where the B = 0.1245, and the t=3.7300. That is, the strength of the relationship that affects job performance through the inclusive leadership effect is 12.45%. Also, the value of LLCI and ULCI have a positive sign, which means that the relationship is positive and significant where P = 0.002 which is (> 0.005). This indicates that the relationship between them is acceptable.

**Table 18: Regression between Inclusive Leadership and Job Performance with mediating variable.**

<b>OUTCOME VARIABLE:</b>						
<b>Job Performance</b>						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.5171	0.2674	0.5770	28.0186	4.0000	307.0000	0.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.3446	0.3241	7.2334	0.0000	1.7068	2.9824
Inclusive Leadership	0.1245	0.0334	3.7300	0.0002	0.0588	0.1902
innovative employee behavior	0.5015	0.0562	8.9170	0.0000	0.3908	0.6122
person Job-Fit	-0.0488	0.0278	-1.7544	0.0804	-0.1035	0.0059
affective organizational commitment	0.0309	0.0310	0.9973	0.3194	-0.0301	0.0920

As for the relationship between inclusive leadership and innovative employee behavior, there is a mediator relationship, in addition to effect on job performance through this mediating variable, because the  $B = 0.5015$ , and the  $t = 8.9170$ , which is high value. That is, the strength of the relationship between the variables is 50.15%, that means there are a high value in that relationship between those variable in this study. In addition to the value of LLCI and ULCI have the same sign, which means that the relationship is positive and significant where  $P = 0.0000$ , It is ( $<0.005$ ). This indicates that the relationship between inclusive leadership and innovative employee behavior, is Accepted and significant.

**Table 19: Standardized Coefficients of Mediating variables.**

Standardized coefficients				
	coeff			
Inclusive Leadership	0.1876			
innovative employee behavior	0.4508			
Person-Job Fit	-0.0974			
effective organizational commitment	0.0557			
Test(s) of X by M interaction:				
	F	df1	df2	p
M1*X	8.4578	1.0000	306.0000	0.0039
M2*X	8.8394	1.0000	306.0000	0.0032
M3*X	5.1797	1.0000	306.0000	0.0235

Where:

Y = job performance.

X = inclusive leadership.

M1 = effective organizational commitment.

M2 = person Job-Fit.

M3 = affective organizational commitment.

There is also a negative and unacceptable relationship between the impact of inclusive leadership on job performance through the influence of mediating variables. Since there is a non-significant and negative relationship between the inclusive leadership and the person Job-Fit, the  $B = -0.0488$ , and the  $t = -1.7544$ . That is, the strength of the relationship between the variables is -4.88%. Also, the value of LLCI and ULCI have opposite sign, which means that the relationship is negative and non-significant where  $P = 0.0804$  which is ( $> 0.005$ ). This indicates that the relationship between them is unacceptable.

Also, the relationship between inclusive leadership and affective organizational commitment, is negative and not significant because the value of  $B = 0.0309$ , and the value of  $t = 0.9973$ . This means the strength of the influential relationship is equal to 3.09%. In addition to the value of LLCI and ULCI have opposite sign, which means that the relationship is negative and non-significant where  $P = 0.3194$ , it is ( $> 0.005$ ). This indicates that the relationship between inclusive leadership and effective organizational commitment, is rejected and not significant.

**table 20: Total effect model of Inclusive Leadership and Job Performance**

Total effect model						
Job Performance						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
0.2616	0.0684	0.7266	22.7752	1.0000	310.0000	0.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	4.8041	0.1919	25.0288	0.0000	4.4264	5.1818
Incluseve Leadership	0.1736	0.0364	4.7723	0.0000	0.1020	0.2452

**Table 21: Total effect of inclusive leadership.**

Total effect of inclusive leadership on job performance					
Effect	se	t	p	LLCI	ULCI
0.1736	0.0364	4.7723	0.0000	0.1020	0.2452

**Table 22: Direct effect of inclusive leadership.**

Direct effect of inclusive leadership on job performance					
Effect	se	t	p	LLCI	ULCI
0.1245	0.0334	3.7300	0.0002	0.0588	0.1902

**Table 23: Indirect effect of inclusive leadership.**

Indirect effect(s) of inclusive leadership on job performance:				
	Effect	BootSE	BootLLCI	BootULCI
TOTAL	0.0491	0.0288	0.0013	0.1141
Innovative Employee Behavior	0.0523	0.0284	0.0056	0.1169

Person-Job Fit	-0.0099	0.0074	-0.0261	0.0028
Affective Organizational commitment	0.0067	0.0081	-0.0076	0.0249

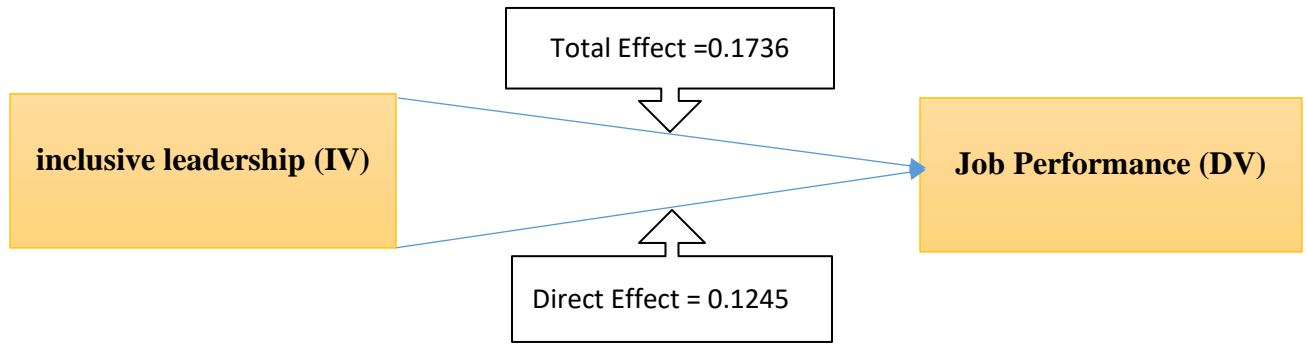


Figure 11: Effect of Inclusive Leadership on Job performance.

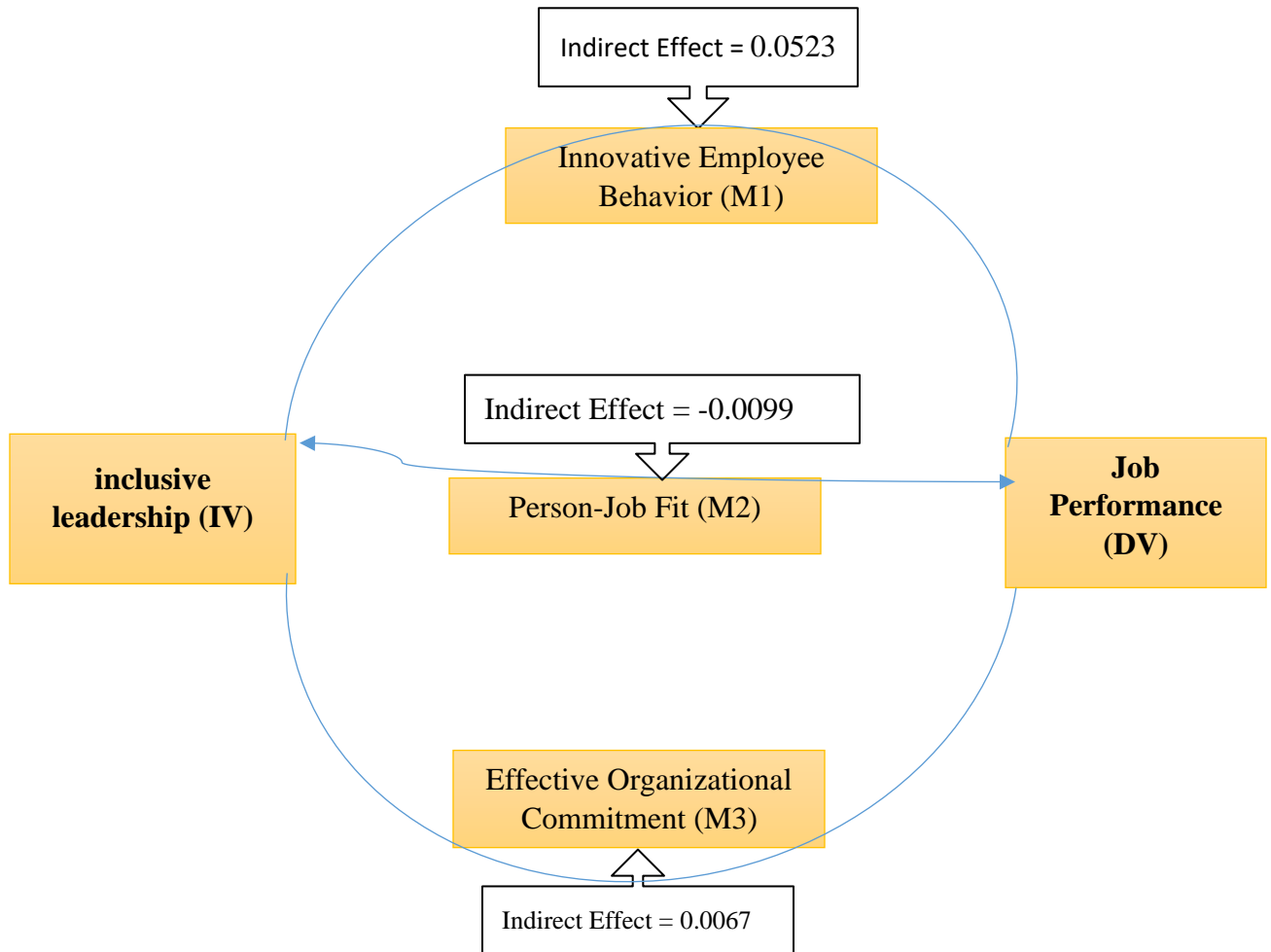


Figure 12: Indirect Effect of Inclusive Leadership.

#### 4.4 Accepted and Rejected Hypothesis Summery

The following table shows a summary of the accepted and rejected hypotheses and shows that all hypotheses are acceptable except for Hypothesis 6,9,10.

**Table 24: Accepted and Rejected Hypothesis Summery.**

<b>Hypothesis</b>	<b>Statement</b>	<b>Results</b>
<b>H1</b>	There is positive and significant relation between Inclusive leadership & job performance.	Accepted
<b>H2</b>	There is positive and significant relation between Inclusive leadership & innovative employee behavior.	Accepted
<b>H3</b>	There is positive and significant relation between inclusive leadership & person-job fit.	Accepted
<b>H4</b>	There is positive and significant relation between inclusive leadership & affective organizational commitment.	Accepted
<b>H5</b>	There is positive and significant relation between innovative employee behavior & job performance.	Accepted
<b>H6</b>	There is positive and significant relation between person-job fit & job performance.	Rejected
<b>H7</b>	There is positive and significant relation between affective organizational commitment & job performance.	Accepted
<b>H8</b>	Innovative employee behavior mediates the relation among inclusive leadership and job performance.	Accepted
<b>H9</b>	Person-job fit mediates the relation among inclusive leadership and job performance.	Rejected
<b>H10</b>	Affective organizational commitment mediates the relation among inclusive leadership and job performance.	Rejected



4.5 Conceptual framework before Hypothesis tested:

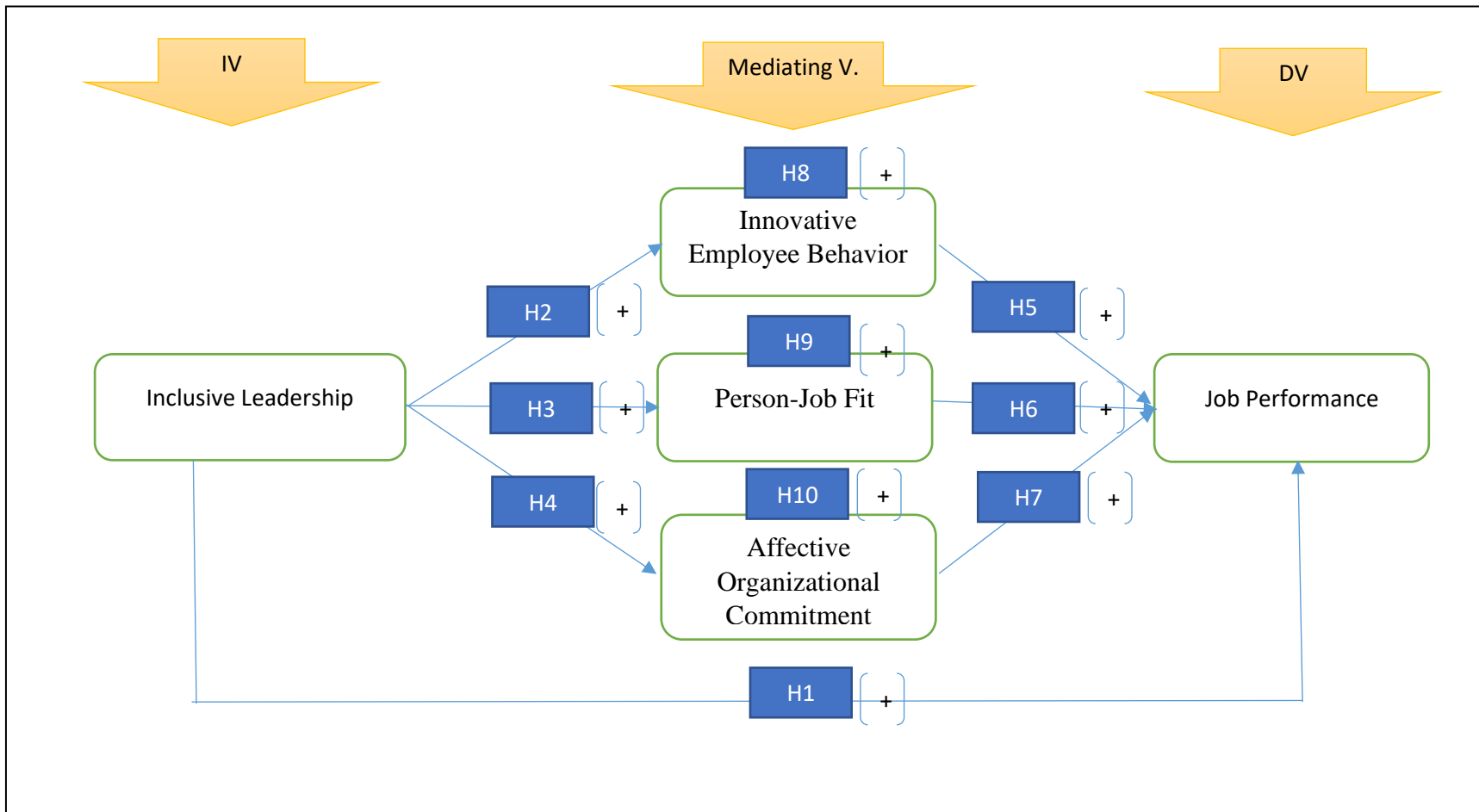


Figure 13: Conceptual framework before Hypothesis tested

#### 4.7 Conceptual framework After Hypothesis

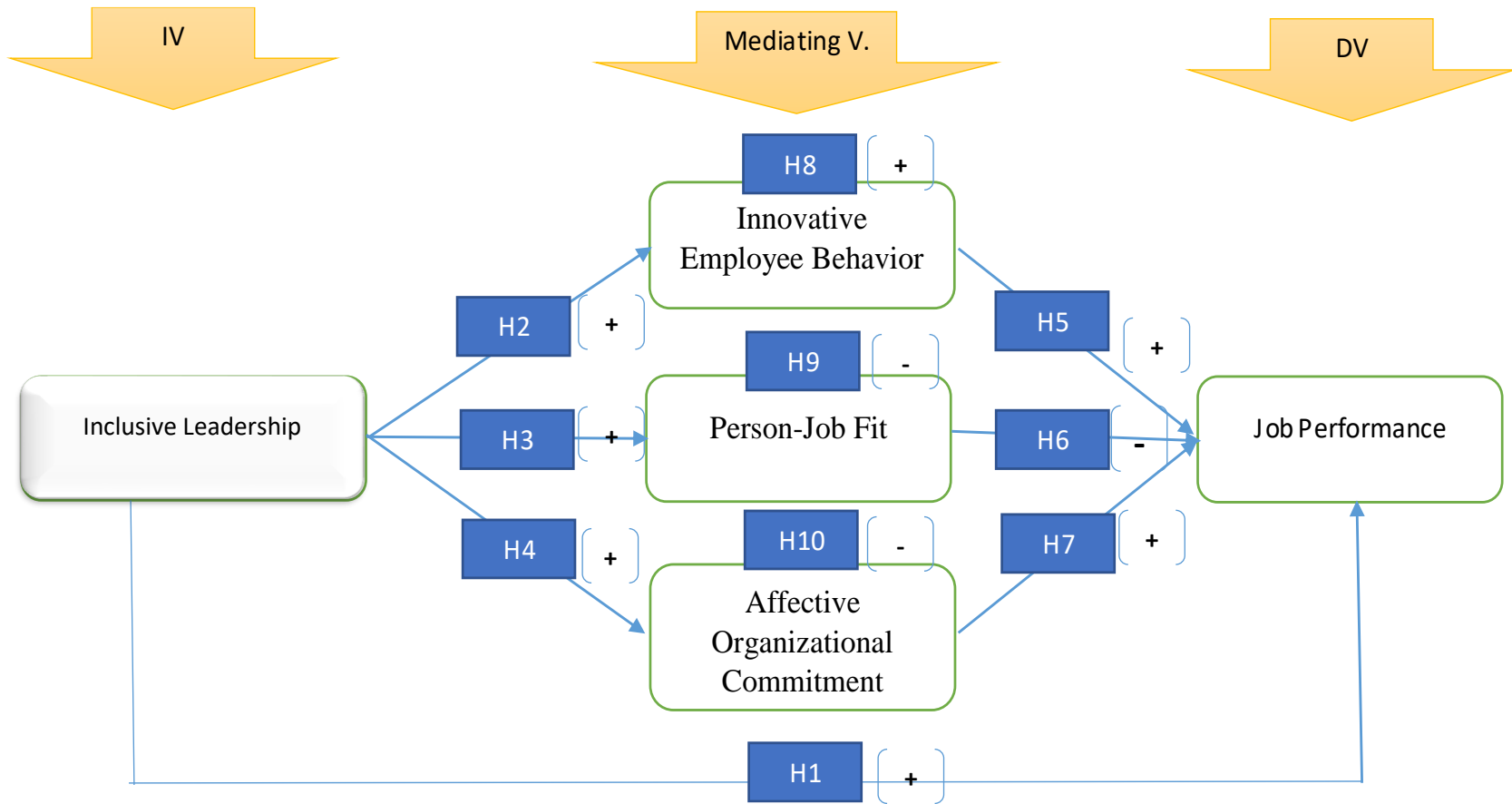


Figure 14: Conceptual framework After Hypothesis tested.

## **4.2 Discussion**

### **4.2.1 Introduction**

In this section of the study, the researcher will discuss the most important things in the study and then summarize what was discussed. Where we will discuss the relationship between the different variables in this study in detail and in a more comprehensive way, understanding the acceptance and rejection of the hypotheses that were initially developed, understanding the context of the data, and comparing those results with previous studies. We will also discuss the theoretical implications of this study, good suggestions in a scientific and practical way for this study, the most important limits and practical obstacles to the study, and the most important future guidelines for those who wish to complete the study with a different perspective.

### **4.2.2 Discussion**

The main objective of this study is to verify the impact of inclusive leadership on job performance on the employees of the water resources sector in the Sultanate of Oman by surveying the appropriate responses to a number of inquiries and knowing the relationship between Inclusive leadership and job performance in light of the presence of mediating variables, namely innovative employee behavior, Affective Organizational Commitment, person-job fit.

In this study, 312 responses are collected from employees of the water resources sector in the Sultanate of Oman from all the different governorates, all job levels and different experiences in the same sector. 10 hypotheses were developed for this study, where the first proposed hypothesis was (H1), which shows that inclusive leadership, which is an independent variable, is positively and significantly related to job performance, which is classified as a dependent variable, and this study supports its acceptance. As the inclusive leadership has a significant impact on job performance within the water resources sector, which is a major reason for increasing productivity in the water resources sector in the Sultanate of Oman. Therefore, the organization must pay attention to the basics of inclusive leadership in order to be able to increase the productivity of its employees by increasing job performance.

As for the second proposed hypothesis (H2), the aim was to investigate a positive and significant link between Inclusive leadership and innovative work behavior, which was the result of accepting this hypothesis after analyzing the results. Because the employee has a large and effective role in the success of any organization, the employee feels more motivated and supported due to the presence of Inclusive leadership and thus, they give their best. As the leaders in the water resources sector in the Sultanate of Oman trust their employees and then this leads to the employee's trust in his leaders, which leads to more innovation and creativity, in addition to that, it gives good performance to the employees. However, the hypothesis (H5) was Accepted, which is "there is a positive and significant relationship between job performance and employee innovative behavior." Where the results indicate that there is no relationship between the employee's innovative behavior and its relationship to increasing or decreasing job performance, so job performance is not linked if the employee is innovative and has new ideas and others.

Also, hypothesis (H8) was accepted and it is related to the previous hypothesis (H2) which is "Innovative employee behavior mediates the relationship between Inclusive leadership and job performance". Where job performance and Inclusive leadership are linked to the existence of innovative employee behavior as a mediator between this relationship, meaning that it has an important and positive impact. Which indicates that the more innovative the employee will lead to job performance provided there is an Inclusive leadership effect.

In addition to accepting the (H3) hypotheses, as there is a positive and important relationship between Inclusive leadership and effective organizational commitment. Whenever there is Inclusive leadership, it will affect the effective development commitment, which is the employee's trust in the organization, loyalty to it, and love for everything related to this institution. However, the hypothesis (H9) was rejected, as there is no mediator relationship between effective organizational commitment and Inclusive leadership and job performance. Which means that there is no effect of this variable on job performance in the presence of Inclusive leadership for the water sector employees in the Sultanate of Oman. Hypothesis (H6), which means "there is a positive and statistically significant relationship between job performance and effective organizational commitment", was also rejected. This indicates that no matter how effective there is an organizational commitment, it does not affect job performance.

The hypothesis (H4) was also accepted that there is a positive and statistically significant relationship between the Inclusive leadership and the fit of the person to the job. That is, whenever a person is suitable for the job, that means his influence on the Inclusive leadership. On the other hand, the hypothesis (H7) was rejected, meaning that there is a positive and statistically significant relationship between job performance and the person-job fit., and this indicates that there is no relationship between the employee's fit and job suitability, meaning that job performance exists regardless of whether the person is proportional to the job or to the addition to reject the hypothesis (H10). It mediates a person-job fit, the relationship between Inclusive leadership and job performance. Which means that there is no relationship between a person's suitability for the job as a mediator between job performance and Inclusive leadership.

**In the next part we will briefly discuss each hypothesis in this study:**

#### **4.2.3 Relationship between Inclusive leadership and job performance.**

There is little literature focusing on the hypotheses in this study. Through the above hypothesis, we try to focus on its concept, its significance and its relationship with other variables in the previous literature. Our study recommended the necessity of activating the Inclusive leadership in the water resources sector in the Sultanate of Oman in order to increase job performance, as the relationship between them is great. Inclusive leadership and employee adaptive performance show a positive correlation. Adopting an Inclusive leadership model helps improve performance. When the degree of employee appreciation of leadership performance is high, it helps to improve adaptive performance, thus enhancing enterprise competitiveness and enhancing employee creativity. This study believes that organizations must promote a good inclusive leadership model in order to maximize the effectiveness of adaptive performance (Yu, 2020). This means that the results of our research were consistent with the previous study (Yu, 2020), which shows that Inclusive leadership has a positive impact on improving employee adaptive performance. Inclusive leadership was positively correlated with employee voice behavior at the individual level and team performance at the team level ( Qi & Liu, 2017). There are indirect relationship between inclusive leadership and team innovation via team voice such that the relationships

were stronger when performance pressure was high (Ye et al., 2019). In other words, previous studies have confirmed the hypothesis that was developed in this study, which is that there is a relationship between Inclusive leadership and job performance. This means that the stronger the relationship with the leader, the greater the flexibility and job performance, which is caused by the interaction between the leader and employees to serve the goals of the organization. The employees also need a kind of feeling of comfort in the work environment and setting goals for each person in the organization, which will return to the achievement of employees and achieve high job performance due to effective communication with the leader, which in turn gives the employee motivation and inspiration towards making the best bold decisions that contain innovation and renewal.

#### **4.2.4 Relationship between Inclusive Leadership and Innovative Employee Behavior.**

By investigating this hypothesis, it helps to understand the Inclusive leadership relationship and its impact on innovative employee behavior and how the employee can innovate and work on new ideas in the presence of good leadership that helps and encourages this. Therefore, this study proved that there is an important and positive relationship between innovative employee behavior and Inclusive leadership. By referring to the literature that discussed the relationship of Inclusive leadership and innovative employee behavior, there are many studies that investigated this relationship, as most studies confirm that there is an important and positive relationship between Inclusive leadership and innovative employee behavior, which is what our study confirms. Inclusive leadership was positively related to employee innovative behavior and POS mediated the relationship between inclusive leadership and employee innovative behavior (Qi et al., 2019). There is a positive relationship between inclusive leadership and innovative work behavior (Javed et al., 2020). Inclusive leadership has positive impact on innovative work behavior (Emmanuel, 2020). The results revealed that inclusive leadership was positively related to innovative work behavior both directly and indirectly through psychological empowerment (Javed, Abdullah, et al., 2019). The results revealed that inclusive leadership has a positive impact on key determinants such as employee well-being, Person-Job Fit, and Innovative Behavior

(Nguyen et al., 2019). The study results revealed that Inclusive Leadership and work engagement were significantly related to IWB (Bannay et al., 2020).

The summary of this hypothesis is that the employees of the water sector in the Sultanate of Oman are innovative and seek to come up with new ideas and innovative solutions to a range of issues at work, by finding an effective leader who understands employees and makes them happy to implement their requirements and listens to them in the field of innovation, which would increase their production through motivation.

#### **4.2.5 Relationship between Inclusive leadership and Person-Job Fit.**

This study proves, through the results, the validity of the hypothesis that Inclusive leadership has an important and positive relationship with a person's suitability for the job. While recruitment HR professionals consider those candidates who have appropriate skills and experience because it increases the job fit and makes him useful resource. Such candidates love their job and enjoy doing it which minimizes the load of the management. It stimulates originality and innovation, creates faithfulness and reduces disturbances to the organization which ultimately brings more achievements in all project (Jalil, 2017). The results showed that inclusive leadership is positively related to employee well-being and innovative behavior, and that person-job fit mediates these relationships (Choi et al., 2017). The results revealed that inclusive leadership has a positive impact on key determinants such as employee well-being, person-job fit, and innovative behavior (Nguyen et al., 2019).

#### **4.2.6 Relationship between Inclusive Leadership and Affective Organizational Commitment.**

There are not many studies that have discussed the relationship between inclusive leadership and effective organizational commitment. In this study, it was proved that the previous hypothesis is acceptable, as there is an important and positive relationship between Inclusive leadership and effective organizational commitment. Therefore, many employees of the water resources sector in the Sultanate of Oman feel that they are part of their family in this institution. In addition to their emotional attachment to work within this institution and a strong sense of belonging to the institution in which they work, all of this leads to loyalty to this institution and not thinking about leaving the job or institution, due to the presence of

inclusive leadership and the presence of an effective leader in the institution. Inclusive leadership is positively related to affective commitment (Wang et al., 2020). Results showed that inclusive leadership was positively related to affective organizational commitment (Buskirk, 2020).

#### **4.2.7 Relationship Between Innovative Employee Behavior and Job Performance.**

Through research and review of previous literature, there is no study that examined the relationship between job performance and employee innovative behavior. Innovative employee behavior was developed in this study as an intermediate change between inclusive leadership and job performance. The hypothesis was rejected in this study, as the above hypothesis was the one that was identified at the beginning of the study, and with the analysis of the results and data received by the respondents, who are employees of the water resources sector in the Sultanate of Oman, the result was that there is no significant and positive relationship between inclusive leadership and innovative employee behavior. Whereas, no matter how innovative the employee is and has innovative goals and new ideas, they do not affect job performance in the water resources sector in the Sultanate of Oman. Job performance is one of the most important dependent variables and has been studied for a long decade (Jankingthong & Rurkkhum, 2012). Given the centrality of job performance in organizations, it becomes clear that the measurement of individual performance should capture job performance as reliable and valid as possible (Clegg & Cooper, 2009).

#### **4.2.8 Relationship between Affective Organizational Commitment and job performance.**

This study has proven that affective organizational commitment has no effect on job performance, as the results are contrary to the hypothesis that has been developed. Job performance has nothing to do with affective organizational commitment, whatever the degree of this commitment. Therefore, the employees of the water sector in the Sultanate of Oman, their job performance remains stable and is not affected by effective organizational commitment, which is their loyalty to the institution or their association with it. We showed that organization-based self-esteem positively influence affective commitment and job performance 36. Result shows that affective organizational commitment significantly affects



innovation capability and job performance and innovation capability significantly affects job performance (Wibowo & Christiani, 2020).

#### **4.2.9 Relationship between Person-Job Fit and Job Performance.**

This study proved the opposite of what was stated in some previous studies, and it is very few that studied the relationship between job performance and person-job fit. Where the results of the previous studies came that there is a direct effect between job performance and person-job fit, in other words job performance is affected whenever the person is suitable for the job. But in this research, we proved that there is no positive and important relationship between job performance and person-job fit, and it proves the opposite of our hypothesis that we set at the beginning of this study. Person-job fit and employee well-being had no significant direct impact on job performance (Nguyen et al., 2019). The study also identified the mediating role of innovative behavior in the linkage between person-job fit and job performance (Nguyen et al., 2019).

#### **4.2.10 Innovative Employee Behavior Mediates the Relationship among Inclusive Leadership and Job performance.**

By analyzing the results of the study with regard to the intermediate variables in this study, the results were consistent with the above hypothesis, as the employee's innovative behavior mediates the relationship between inclusive leadership and job performance. This means that there is an important and influential relationship between the employee's innovative behavior and the inclusive leadership and job performance. There are no previous studies that examined the relationships between the variables in this hypothesis. Therefore, it can be said that whenever there is inclusive leadership and the presence of a good leader, this helps to raise the behavior of the innovative employee, which will eventually lead to an increase in job performance among the employees of the water resources sector in the Sultanate of Oman. Therefore, the leader in this organization must focus on encouraging employees and urging them to innovate and not to prevent them from sharing their ideas and help them implement new ideas that would raise performance and increase productivity for the organization.

#### **4.2.11 Person-Job Fit mediates the relationship among inclusive leadership and job performance.**

This study proved that there is no relationship between inclusive leadership and job performance in the presence of the person-job fit as a mediating variable. Where the results came against the hypothesis above, and proved that inclusive leadership can directly affect job performance without the need for a mediator to suit the person-job fit.

#### **4.2.12 Affective Organizational Commitment mediates the relationship among Inclusive Leadership and Job Performance.**

Also in this hypothesis, there are no previous studies that discussed the correlation between affective organizational commitment and inclusive leadership and job performance. In this study, we proved the opposite of the above hypothesis. Therefore, there is no relationship between inclusive leadership and job performance in the presence of an intermediate variable, which is effective organizational commitment. That is, inclusive leadership can directly affect job performance without the presence of the mediating variable.

# Chapter Five

## Conclusion and Recommendation

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# Chapter Five

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## **Conclusion and recommendation**

### **5.1 Introduction**

Through this chapter, the researcher will discuss a summary of the conclusions of this thesis. This chapter focuses on the most important findings of the study and its relationship to reality in the institution to which the study was applied. It will also cover all the main results obtained from the literature review and analysis of the data collected after analysis through the SPSS program. In addition, the most important recommendations that should be applied to the organization and its employees will be discussed. It will also highlight the theoretical implication, the administrative and practical implications, and finally it will discuss the most important constraints faced by the study and some suggestions for future research.

### **5.2 Conclusion**

In this study, the researcher aimed to find out how and why inclusive leadership affected job performance in the water resources sector in Oman and how the mediating variables, namely innovative employee behavior, affective organizational commitment and person-job fit, contribute. Inclusive leadership was positively correlated with job performance and also correlated with innovative employee behavior and other variables. It can be understood from the results of the questionnaire and survey developed in the study that the more leaders pay attention to their employees and team, the greater the impact on job performance. A questionnaire was prepared based on the variables and hypotheses put forward at the beginning of the study, and 312 samples of the questionnaire were collected and analyzed using the SPSS program. Hypotheses H1, H2, H3, H4, H5, H7, H8 were accepted and the hypotheses H6, H9, H10 were rejected. On the other hand, all the justifications and reasons for accepting and rejecting the hypotheses were discussed, and the practical effects on them were discussed.

Through this, this study proved that the inclusive leadership has a direct impact on job performance and on all mediating variables, and there is no relationship between the mediating variables and job performance.

### **5.3 Theoretical Implication**

This study contains many contributions in the field of job performance and its contribution to the advancement of the organization's productivity in addition to the role of innovative employee behavior, person-job fit and affective organizational commitment. First, the researcher conceptualized the inclusive impact of inclusive leadership on job performance. Certainly, this study will contribute to filling the scientific and scientific research gap related to the literature through the results of this study. The study proved that there is a direct impact of the inclusive leadership on job performance. The hypotheses for this study have been developed for later testing. Second, the researcher tested the effect of inclusive leadership on job performance in the presence of affective organizational commitment, suitability of the person to the job, and innovative employee behaviors, where the relationship was missing in the previous literature, and the results of the current study proved what the relationship is between those variables. Third, the researcher tested the relationship, between the mediating variables on job performance, and the result was negative, contrary to what was confirmed by previous studies. Fourth, the researcher tested the effect of inclusive leadership on the mediating variables directly, namely, affective organizational commitment, person-job fit, and innovative employee behaviors, and the results were positive and consistent with all previous studies that were the same hypotheses that the researcher put forward. This was a test to prove hypotheses on the employees of the water resources sector in the Sultanate of Oman.

### **5.4 Managerial and Practical Implications**

Through the results obtained from this study, it proves that this study has many returns and administrative effects. As the inclusive leader will enhance job performance in the organization if he applies all leadership qualities to enable employees to work hard and in an orderly fashion. As the water resources sector organization in the Sultanate of Oman must

bring in the inclusive leader in order to contribute to raising the job performance of the employees and for all employees to agree and be the first supporter. Because this makes the employees in a distinguished performance with all their comfort, and therefore the organization is able to achieve the desired goal of the work. This study suggests that managers in the organization must understand the appropriate ways to instill confidence in employees, which makes them able to fulfill the job commitment, and this can be achieved by enhancing employee innovative behavior and making employees have a clear vision and encouraging them to innovate and come up with new ideas that contribute to productivity within the organization. The study also recommends that managers in the water resources sector in the Sultanate of Oman should enhance the inclusive leadership style in their employees by highlighting the availability and openness in addition to the accessibility to create the conditions for their employees to talk about new and creative ideas and express their views in the organization for its success.

## **5.5 Limitations and future directions**

First of all, this research contains a clear methodology that contributed to the self-confidence during the study from the beginning until the analysis of the results and the proof of hypotheses. The researcher expects that the most important limitations in this study are the attitudes of the government sector that differ from the trends of the short story and the business sector, as the institution on which this study was carried out belongs to the government sector. We recommend that this study be carried out on private sectors and companies within the Sultanate of Oman with regard to the topic of inclusive leadership, where more innovation and creativity can be explored through its impact on employees. Because of the COVID-19 pandemic, we only collected 312 responses to the questionnaire, as we could not reach the largest number of respondents.

## **5.6 Recommendation**

In this study, the researcher was able to focus on the dimensions of inclusive leadership and its impact on job performance in the water sector in the Sultanate of Oman, and how to pay attention to inclusive leadership in order to increase job performance in all water sector institutions. Where the inclusive leadership had a direct and positive impact on job

performance, as well as effects on job performance in the presence of a number of intermediate variables, which is the employee's innovative behavior. This thesis has provided empirical evidence that allows decision makers in the water sector institutions in the Sultanate of Oman to focus and work on increasing interest in inclusive leadership in order to increase job performance and work to raise the ceiling of productivity. It is known that the results

This study will help to develop a new vision in the orientations of institutions in the water sector with interest in inclusive leadership and the most important dimensions of inclusive leadership and how it affects the performance of employees

Accordingly, and based on the outputs and conclusions of this thesis, the researcher advises the senior management and decision-makers in the institutions of the water sector in the Sultanate of Oman to do the following:

- I. Focusing on the dimensions of inclusive leadership and trying to apply them to all administrative divisions in the water sectors.
- II. Decision makers in the water sector must expand the range of leadership skills through the practical application of some skills that will lead to improving the quality of services provided in water institutions, which leads to increased job performance.
- III. In order for public sector organizations to become organizations that attract talent, leadership must be inclusively improved to include all aspects of work within the work environment.
- IV. Enhancing inclusive leadership in the work environment that would lead to the development of strategies and sound planning for the organization in the long run.
- V. Enhancing the concept of innovative behavior of employees will contribute to increasing productivity and innovation, which will achieve the competitive advantage of the institutions operating in the water sector.
- VI. To increase the reputation of the institutions operating in the water sector, focus should be placed on increasing job performance by encouraging employees to innovate and bring in new ideas that contribute to the advancement of work.

- VII. Decision makers in the water sector institutions in the Sultanate of Oman must understand what inclusive leadership is in order to be implemented in accordance with the strategies applied in the institution.
- VIII. Institutions in the water sector in the Sultanate of Oman must take care of affective organizational commitment in order for the employee to have a great affiliation with the organization by taking care of him and by applying the principles of inclusive leadership.
- IX. Developing the employee's innovative behavior helps increase job performance and then productivity through the application of inclusive leadership. Therefore, decision makers must encourage the various departments in the Sultanate of Oman to apply inclusive leadership to reach the organization's goal of productivity and increase loyalty.



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# Appendix

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## Appendix

### Questionnaire

Dear Participant,

This questionnaire is among the requirements of the master's thesis in Business Administration at A'Sharqiyah University, where we are doing research entitled, The Effects of Inclusive Leadership on Job Performance, the Mediating Roles of Innovative Employee Behavior, person-job fit, and Affective Organizational Commitment: A Study on the Water Sector in Oman. There are no right or wrong answers as long as you do it honestly so that your answers to this questionnaire are treated with the utmost confidentiality. The survey result will be analyzed for academic and scientific purposes only. Your responses will contribute to this academic research. Your participation in this survey takes no more than 3 minutes. We thank you for your cooperation in conducting this study.

Yasir Al-Saadi

Researcher

In case of inquiries, contact the e-mail (1807262@asu.edu.om).

#### SECTION I: RESPONDENT'S PERSONAL BACKGROUND INFORMATION

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● Gender

Male

Female

● Social status

Single

Married

Divorced

● Age

below 25

26-35

36-45

46 or above

● Education

high school or less

college degree

bachelor degree

Master degree

PhD or higher

● Work experience

less than 1 year

1-3 years

4-6 years

7-10 years

more than 11 years



● Current job

General Manager / Assistant General Manager      Director / Assistant Manager

Administrative      Head of Department      technician / engineer      Other, .....

SECTION II: The following items describe the leadership of your supervisor. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided based on the scale: 7–strongly agree, 1–strongly disagree.

<b>Inclusive Leadership :Carmeli et al. (2010) :</b>							
Please indicate to what extent you agree with the following statements	1						7
1. The manager is open to hearing new ideas.	1	2	3	4	5	6	7
2. The manager is attentive to new opportunities to improve work processes.	1	2	3	4	5	6	7
3. The manager is open to discuss the desired goals and new ways to achieve them.	1	2	3	4	5	6	7
4. The manager is available for consultation on problems	1	2	3	4	5	6	7
5. The manager is an ongoing ‘presence’ in this team—someone who is readily available.	1	2	3	4	5	6	7
6. The manager is available for professional questions I would like to consult with him/her.	1	2	3	4	5	6	7
7. The manager is ready to listen to my requests.	1	2	3	4	5	6	7
8. The manager encourages me to access him=her on emerging issues.	1	2	3	4	5	6	7
9. The manager is accessible for discussing emerging problems.	1	2	3	4	5	6	7

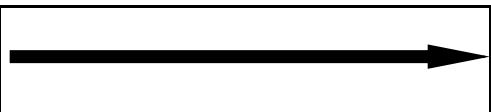
SECTION III: The following items describe the Job performance refers to task performance or in-role job performance. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided based on the scale: 7–strongly agree, 1–strongly disagree.

<b>Job performance (William &amp; Anderson, 1991):</b>							
Please indicate to what extent you agree with the following statements:	1						7
1. I outperform my colleagues	1	2	3	4	5	6	7
2. I handle emergencies well	1	2	3	4	5	6	7

3. I achieve objectives that are assigned to me	1	2	3	4	5	6	7
4. I am never late nor take off early from work	1	2	3	4	5	6	7
5. I aim to attain perfection in my work	1	2	3	4	5	6	7
6. I am prudent and seldom make mistakes	1	2	3	4	5	6	7


SECTION IV: The following items describe the innovative employee behavior. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided based on the scale: 7–strongly agree, 1–strongly disagree.

**Innovative employee behavior (Janssen, 2000):**

Please indicate to what extent you agree with the following statements:	1						7
1. I try to create new ideas for difficult issues.	1	2	3	4	5	6	7
2. I search out new working methods, techniques, or instruments.	1	2	3	4	5	6	7
3. I try to generate original solutions for problems	1	2	3	4	5	6	7
4. I try to mobilize support for innovative ideas	1	2	3	4	5	6	7
5. I acquire approval for innovative ideas.	1	2	3	4	5	6	7
6. I try making important organizational members enthusiastic for innovative ideas.	1	2	3	4	5	6	7
7. I try transforming innovative ideas into useful applications.	1	2	3	4	5	6	7
8. I introduce innovative ideas into the work environment in a systematic way.	1	2	3	4	5	6	7
9. I evaluate the utility of innovative ideas.	1	2	3	4	5	6	7

SECTION V: The following items describe the person-job fit. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided based on the scale: 7–strongly agree, 1–strongly disagree.


**Person-job fit Mulki et al. (2006) and Choi et al. (2017):**

Please indicate to what extent you agree with the following statements:	1						7
1. There is a good fit between what my job offers me and what I am looking for in a job	1	2	3	4	5	6	7

2. The job that I currently hold gives me just about everything that I want from a job	1	2	3	4	5	6	7
3. The attributes that I look for in a job are fulfilled very well by my present job	1	2	3	4	5	6	7

SECTION VI: The following items describe the Affective Organizational Commitment. Please indicate to what extent you agree with the following statement by circling the appropriate number on the rating scale provided based on the scale: 7–strongly agree, 1–strongly disagree.

**Affective Organizational Commitment (Meyer et al., 1993) , (Allen & Meyer, 1990):**

Please indicate to what extent you agree with the following statements.	1						7
1. I would be happy to spend the rest of my career in this organization.	1	2	3	4	5	6	7
2. I really feel as if this organization’s problems are my own.	1	2	3	4	5	6	7
3. I do feel like “part of my family” at this organization.	1	2	3	4	5	6	7
4. I do feel “emotionally attached” to this organization.	1	2	3	4	5	6	7
5. I do feel a strong sense of belonging to this organization.	1	2	3	4	5	6	7
6. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
7. I enjoy discussing about my organization with the people outside it.	1	2	3	4	5	6	7
8. I think I could easily become as attached with another organization as I am to this one.	1	2	3	4	5	6	7

## استبيان

آثار القيادة الشاملة على الأداء الوظيفي: دور سلوك الموظف الإبتكاري، وملاءمة الشخص للوظيفة، والالتزام التنظيمي الفعال: دراسة على قطاع المياه في سلطنة عمان.

أخي المستجيب / أختي المستجيبة تحية طيبة وبعد .....

يعتبر هذا الاستبيان ضمن متطلبات أطروحة الماجستير في إدارة الأعمال من جامعة الشرقية، حيث تجري بحث بعنوان: آثار القيادة الشاملة على الأداء الوظيفي، والأدوار الوسيطة لسلوك الموظف المبتكر، وملاءمة الشخص للوظيفة، والالتزام التنظيمي الفعال: دراسة على قطاع موارد المياه في سلطنة عمان. لا توجد هناك إجابات صحيحة أو خاطئة ما دمت تفعل ذلك بكل أمانة، حيث سوف يتم التعامل مع إجاباتك على هذا الاستبيان بمنتهى من السرية. سيتم تحليل نتيجة الاستطلاع للأغراض الأكاديمية والعلمية فقط. ستساهم ردودك بشكل فعال جداً في هذا البحث الأكاديمي. لا تستغرق مشاركتك في هذا الاستبيان أكثر من 3 دقائق فقط، ونتقدم لك بالشكر الجزيل على تعاونك في إجراء هذه الدراسة.

القسم الأول: البيانات الشخصية

١. الجنس	<input type="checkbox"/> ذكر	<input type="checkbox"/> أنثى
٢. الحالة الاجتماعية	<input type="checkbox"/> أعزب	<input type="checkbox"/> متزوج <input type="checkbox"/> مطلق
٣. المستوى التعليمي	<input type="checkbox"/> دكتوراه أو أعلى	<input type="checkbox"/> ماجستير <input type="checkbox"/> بكالوريوس <input type="checkbox"/> دبلوم <input type="checkbox"/> ثانوية عامة فأقل
٤. العمر	<input type="checkbox"/> أقل من 25 عام	<input type="checkbox"/> من 25 إلى أقل من 35 عام <input type="checkbox"/> من 35 إلى أقل من 45 عام <input type="checkbox"/> 45 عام فأكثر
٥. سنوات الخبرة في المؤسسة	<input type="checkbox"/> أقل من سنة	<input type="checkbox"/> من سنة إلى أقل من خمس سنوات <input type="checkbox"/> من خمس إلى أقل من عشر سنوات <input type="checkbox"/> عشر سنوات فأكثر
٦. الوظيفة الحالية	<input type="checkbox"/> مدير عام / مساعد مدير عام	<input type="checkbox"/> مدير / مساعد مدير <input type="checkbox"/> إداري <input type="checkbox"/> رئيس قسم <input type="checkbox"/> فني / مهندس <input type="checkbox"/> غير ذلك،.....

القسم الثاني: تصف العناصر التالية قيادة مشرفك أو مديرك أو مسؤولك المباشر. يرجى توضيح إلى أي مدى توافق على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

7 ← 1

البند

### القيادة الشاملة (2010) Carmeli et al.:

1. لدى المدير عقلية منفتحة لسماع الأفكار الجديد 7 6 5 4 3 2 1
2. يهتم المدير بالفرص الجديدة لتحسين العمليات والممارسات الوظيفية 7 6 5 4 3 2 1
3. لدى المدير عقلية منفتحة لمناقشات أهداف العمل المنشودة وطرائق تحقيقها 7 6 5 4 3 2 1
4. غالباً ما يتواجد المدير للتشاور بشأن مشكلات العمل 7 6 5 4 3 2 1
5. المدير موجود بشكل مستمر في فريق العمل - يسهل الوصول إليه واستشارته عند الحاجة 7 6 5 4 3 2 1
6. لدى المدير جهوزية للرد على استفساراتي المهنية 7 6 5 4 3 2 1
7. المدير جاهز للاستماع إلى طلباتي 7 6 5 4 3 2 1
8. يشجني المدير على الوصول إليه في القضايا الناشئة والطارئة 7 6 5 4 3 2 1
9. يمكن الوصول إلى المدير لمناقشة المشكلات الناشئة 7 6 5 4 3 2 1

القسم الثالث: تصف العناصر التالية الأداء الوظيفي يشير إلى أداء المهمة أو الأداء الوظيفي في الدور. يرجى توضيح إلى أي مدى توافق على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

### الأداء الوظيفي (1991) William & Anderson:

1. أتفوق على زملائي بأداء مهام العمل. 7 6 5 4 3 2 1
2. لدى القدرة على العمل والتكيف مع الحالات الطارئة بشكل مناسب. 7 6 5 4 3 2 1
3. لا أتأخر ولا أعادر مكان العمل مبكراً 7 6 5 4 3 2 1
4. أهداف إلى إنجاز مهام عملي بشكل مثالي. 7 6 5 4 3 2 1
5. أنا حذر ونادراً ما أرتكب الأخطاء. 7 6 5 4 3 2 1
6. أتفوق على زملائي بأداء مهام العمل. 7 6 5 4 3 2 1

القسم الرابع: تصف العناصر التالية سلوك الموظف المبتكر. يرجى توضيح إلى أي مدى توافق على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

### سلوك الموظف المبتكر (2000) Janssen:

1. أسعى لإيجاد أفكار جديدة للقضايا المعقدة 7 6 5 4 3 2 1
2. أبحث عن أساليب وتقنيات واليات عمل جديدة 7 6 5 4 3 2 1

							البند								
7	6	5	4	3	2	1	3 .	أسعى لإيجاد حلول جوهرية (اصيلة) لمشكلات العمل	7	6	5	4	3	2	1
7	6	5	4	3	2	1	4 .	أسعى لحشد الدعم للأفكار المبتكرة	7	6	5	4	3	2	1
7	6	5	4	3	2	1	5 .	أسعى للحصول على الموافقة لتجسيد الأفكار المبتكرة على أرض الواقع	7	6	5	4	3	2	1
7	6	5	4	3	2	1	6 .	أسعى الى تحفيز الأشخاص المهمين في المؤسسة وجعلهم أكثر حماسة لتقبل الفكرة والموافقة عليها	7	6	5	4	3	2	1
7	6	5	4	3	2	1	7 .	أسعى الى تحويل الأفكار المبتكرة إلى تطبيقات مفيدة	7	6	5	4	3	2	1
7	6	5	4	3	2	1	8 .	أسعى الى إدخال ودمج الأفكار المبتكرة في بيئة العمل بطريقة منهجية	7	6	5	4	3	2	1
7	6	5	4	3	2	1	9 .	أقوم بتقييم الفوائد والمنافع المرجوة من تطبيق الأفكار المبتكرة	7	6	5	4	3	2	1

القسم الخامس: تصف العناصر التالية ملائمة الشخص للوظيفة. يرجى توضيح إلى أي مدى توافق على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

#### ملاءمة الموظف للوظيفة (Mulki et al. (2006) and Choi et al. (2017):

7	6	5	4	3	2	1	1 .	يوجد توافق مناسب بين ما تقدمه لي الوظيفة الحالية من امتيازات وما ابحث عنه في الوظيفة المنشودة
7	6	5	4	3	2	1	2 .	تمنحني وظيفتي الحالية كل ما أتمناه في الوظيفة المنشودة
7	6	5	4	3	2	1	3 .	توفر وتحقق وظيفتي الحالية جميع المواصفات الوظيفية التي أبحث عنها

القسم السادس: تصف العناصر التالية الالتزام التنظيمي الفعال. يرجى الإشارة إلى مدى موافقتك على البيان التالي من خلال اختيار الدرجة وفق المقياس: 7-موافق بشدة، 1-غير موافق بشدة.

#### الالتزام التنظيمي – العاطفي (Meyer et al., 1993) (Allen & Meyer, 1990)

7	6	5	4	3	2	1	1 .	سأكون بغاية السعادة إذا ما قضيت باقي حياتي المهنية في هذه المؤسسة.
7	6	5	4	3	2	1	2 .	أشعر حقا بان مشاكل هذه المؤسسة جزء من مشاكل الشخصية.
7	6	5	4	3	2	1	3 .	أشعر بانني "جزء من عائلتي" في هذه المؤسسة.
7	6	5	4	3	2	1	4 .	أشعر بأنني مرتبط عاطفياً بالعمل في هذه المؤسسة
7	6	5	4	3	2	1	5 .	لدي شعور قوي بالانتماء لهذه المؤسسة.
7	6	5	4	3	2	1	6 .	هذه المؤسسة تعني لي الكثير على الصعيد الشخصي.
7	6	5	4	3	2	1	7 .	أشعر بالمتعة عند الحديث عن مؤسستي مع أناس من خارج المؤسسة
7	6	5	4	3	2	1	8 .	من الصعب أن أرتبط بمؤسسة أخرى كدرجة ارتباطي بهذه المؤسسة