
Role of Inclusive Leadership on Psychological Security: A Study of Jos Electricity Distribution Plc Business District

Arinzechukwu Okpara Jude, Isaac Jonathan Maude

Juhoari Enterprise and Consulting Services, Jos City, Nigeria

Email address:

arinzeokparaj@yahoo.com (Arinzechukwu Okpara Jude)

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Abstract: Some formal contextual factors influence on individual psychological security, has stated that employee perceived external risk and threat increase, thereby increasing the uncertainty, which will reduce psychological security in the workplace, the study aimed evaluating whether self-awareness, social awareness and relational agility leads to psychological security. The population is based 395 workforce of Jos Electricity Distribution Plc (JED) Jos business district in Jos North Local Government Area of Plateau State. Multiple linear regression analysis was used to test the hypothesis formulated in the study. The upshots stated Social-awareness does not have any significant impact on psychological security. The result shows that this hypothesis is rejected. The path coefficient from social-awareness and psychological security is statistically substantial with beta (β) value and robust t-value ($\beta=0.167$: $t=4.036$ $p<0.020$). Therefore, since P-value is <0.05 the null hypothesis which states that there is no significant relationship amid SOA and PS is disallowed and Hi, supported. The study concludes psychological security shows a key part in workforce' performance of psychological security, as well as work engagement and recommends that there should be hint that even though psychological elasticity is usually considered an individual distinctive as it inclines to be stable over time, current interventions can also boost it among individual workforce.

Keywords: Psychological Security, Self-Awareness, Social Awareness, Relational Agility

1. Introduction

Psychological security is in use here as conforming to workforce' insights about values of taking interactive risks in the workplace, touching their inclination to express themselves materially, cognitively and passionately during role performances, instead of guarding "their personal selves" [30]. Thus, when workforces feel permitted of anxiety about conveying their points of view, their concerns about possible negative outcomes ensuing from speaking up will be minimized, making them more likely to engage in voice and vice versa [56]. Some formal contextual factors impact on individual psychological security, has stated that employee perceived external risk and threat increase, thereby increasing the vagueness, which will reduce psychological security in the workplace [51].

Bestowing to Humbar, Claire and Creary [21] and Weller [50] stated that psychological security may be essential aspect of fruitful teams, driving originality and innovation,

furthermore, it is because, as work becomes more multifaceted and resources get snigger, team success depends on effective distribution of the workload. when teams can divide up their work to take maximum plus of each member's skills, they can get more done [10]. The impression of security can be more effortlessly functional to things than to people. Since material morals are often consumable, their security can be increased by means of loss insurance. That is why basic to people's comfort is the consolidation of their psychological security [56]. Similarly, Pino, V. et al. [38] found that a emotionally security atmosphere enhanced workforce' work engagement. The effects of these studies point to the fact that in firms where workforce are psychologically secure, they become focused on completing the aims despite the discomforts that inevitably come along with new experiences and ideas [50].

Many researchers has argued on the thoughts, which

suggest that psychological security envisages workforce' work engagement and performance. Albert, M. et al. [1] reported that psychological security was a solid conjecturer of the mental health of workers which consequently affected their work engagement. Bond, F et al. [4] also observed that psychologically flexible workforces are less likely to exhaust resources such as vigor and courtesy. They tend to have more resources available to effectually respond to varying job burdens in their firms [23]. Psychological security has been found to have a positive effect on work performance and assurance of personnel as liveness tends to smooth goal-directed behaviour. Hwang and Hopkin [23] specified that when employee are psychological secure they accomplish superior.

Psychological security is the "engine," neither "fuel" for concert. If personalities are under an atmosphere that highly values their ideas and actions, workers can adapt themselves even to puzzling errands. It endorses squad culture and thus upsurges the team's usefulness [24]. Psychological security in workstation is imperative as it enhances underlying assignation, when crew associates feel safe at work, it's easier for them to participate in a team meeting, solve problems, work together on schemes, and engage with their clientele and aristocracies.

Boatema, et al. [3] identified that Columbia predictive role of psychological security in progress of job burnout described that relationship amongst social mindfulness and self-awareness was little among. Equally, Ali, M. et al. [2] conveyed psychological security was an individual attributes that is an important determinant of rational health and behavioural usefulness at place of work. Boatema, et al. [3] detected among a sample of 209 Spanish workforces that psychological security accounted for surplus modification in burnout symptoms. From the moderating effect analysis by the study, it was concluded that the relationship between social awareness and self-awareness on performance was lower with low levels of work-related psychological security as related to the study of Boatema, et al. [3] Similarly, Ali, M. et al. [2] in a study with Ghanaian sample, found that psychological security moderated the relationship between interpersonal agility and communal free enterprise among information technology workers. The discoveries focus to the datum that psychologically security of people are more likely to show resist workstation encounters and display a respectable work approach. Carmeli, A. et al. [6] disputes that in instances where workforce feel psychologically secure, they incline to exhibit a high interpersonal dexterity and self-awareness at workplace.

Innumerable investigation cracks have stood to examine aftermaths concerning to firm, team, and individuals in attitudinal, behavioral and passionate proportions (e.g. work rendezvous, formal assurance, employee motivation, formal learning, firm residency behavior, and formal performance). However, the part of psychological security has been sidelined grounded on inclusive control behavior [9]. Hence, the present study emphasizes on sightseeing role of inclusive leadership on psychological security. Inclusive leadership

element as (self-awareness, social-awareness and relational agility of leaders) in relative psychological security. Moreover, alternative key input of contemporary research is reviewing role of Inclusive leadership in the lens of service sector. As the manager of Jos Electric distribution company (JED) Jos business district, tend to feel insecure among worker in respects to charges of electricity and field work by the marketers, hence, it is another momentous slit in the literature of inclusive leadership and psychological security [3].

As such, this research seeks to fill the gap in knowledge inherent in this problem area, to study the role of inclusive leadership on psychological security among managers of Jos Electric distribution company (JED) Jos business district.

1.1. Statement of the Problem

Whether your organisation is a startup, a global enterprise, a charity, or governmental body, building psychological security among employee will reap huge rewards. Psychological security of workforce enables them to engage, connect, change and learn new ways of executing their tasks and contributing their quota to the development of the firm [1].

Psychological security has been found to affect workforce' work engagement. Albert, M. et al. [1] in a study in Indonesia reported a robust positive association between psychological security and workforce' work engagement. Similarly, Pino, V. et al. [38] found that a psychologically secure situation improved workforce' work engagement. The effects of these studies point to the fact that in firms where workforce are psychologically security, they become focused on accomplishing the aims despite the discomforts that inevitably come along with new experiences and ideas [50].

On the contrary, some of this studies fail to consider the role of inclusive leadership. Jin, Lee and Lee [25] stated lack of self-awareness, social awareness and relational agility as a dimensions of inclusive leadership, has establishes gap in the study. It is therefore important to know that inclusive leadership dimension aid managers to perceive inclusion of employee in decision making.

Self-Awareness is essential to successful leadership because it allows us to better manage our emotional intelligence habits. If these operate on programmed, beyond our sentient reach, we are helpless to advance any damaging bearing on relationships and efficiency. Several studies conducted in advance world of America, Europe, and in some parts of Asia have shown that self-awareness as a part of emotional intelligence leads to structural performance, there is very little evidence to show that such studies have been carried out in Africa, particularly in Nigerian setting.

Social-awareness is the ability to comprehend and be sympathetic to the feelings, views, thoughts and trials of other individuals. Social-awareness cannot only be associated with comprehending people's prerequisite but as well as concerned for them [15]. It also entails comprehending social environments that stimulates people's behaviours and performance.

However, a better empathetic of alertness of leadership styles in supervision within firm is vital. Conferring to Edmondson [11], to accomplish relational agility, leaders need concentrate in these three divergent classes: resilience, responsiveness, and efficiency. These contests have led companies' managers to recognize the importance of agility. The inexpensive atmosphere in many industries involves a high level of rivalry, which requires suppleness, delivery speed, cost, quality, and innovation [13].

Against the circumstantial the paper came up to fill the gap in knowledge essential in this delinquent space, to study the role of inclusive leadership on psychological security among managers of Jos Electricity distribution company (JED) Jos commercial district.

1.2. Research Questions

The paper discourse glitches outstretched overhead, the succeeding research questions are brought up:

- 1) What extent does leader's self-awareness influence psychological security?
- 2) What impact does leaders' social-awareness have on psychological security?
- 3) What effect does leader's relational agility have on psychological security?

1.3. Objectives of the Study

This study strive to accomplish the subsequent purposes:

- 1) Evaluate whether self-awareness leads to psychological security.
- 2) Determine whether social-awareness influences psychological security.
- 3) Examine whether relational agility effects to psychological security.

1.4. Research Hypotheses

The succeeding null premises have been articulated to enable us answer the research questions:

H₀₁: self-awareness does not have any significant impact on psychological security.

H₀₂: social-awareness does not have any significant impact on psychological security.

H₀₃: relational agility does not have any significant impact on psychological security.

1.5. Literature Review

Subdivision emphases on literature review on role of inclusive leadership on the psychological security, it will elucidate conceptual review, theoretical review, empirical studies and research gap.

1.6. Conceptual Review

Below this section a detailed argument of linked concepts precarious to the study are offered to allow reader comprehend the meaning and its significance to this study.

1.7. Psychological Security

The concept of psychological security emerges from the pyramid of needs model, where Maslow (1943) argued that when security need (categorized as lower-order need) was not met, individual may develop feeling of harm or threat, feel apprehensive and overwrought, develop less satisfied with life, and may not powerfully desire higher level needs. Psychological security is a state in which a person perceives that his/her situation is safe and free from harm and threat [38].

Persons who feel psychologically secure usually perceive that the world is emotionally secure or free from emotional harm [48]. They usually have high confidence and trust in themselves and others, feel less anxious, and tend to be more social and actively involve themselves in connection with other individuals Vazire and Carlson [48]. People who feel psychologically secure do not perceive the ecosphere and other individuals as a peril or believe that they can easily be hurt by other people's emotional behaviours; thus, they strive to undertake difficult task and take risk to attain higher aims in life. Feelings of psychological security engender pleasant interpersonal relationships. Scholars such as ([31, 51]), argued that psychological security promoted happiness in interpersonal relationship. This might be due to the fact that entities who feel psychological security do not usually feel isolated, anxious, hostile, pessimistic, or show sign of strain and conflict in interactive relationship [45].

Ferdman and Barnardo [12] defined psychological security according to Maslow (1942) as the presentiment that may arise from dangers or risks in the composition or the psychology of single, as well as the sense of powerfulness and powerlessness of the individual in dealing with dangers or risks, mainly related to the sense of certainty and controllability. It is widely used by examiners [41, 57, 56]. Mitchell, R. et al. [33] and Ferdman and Deane [13] believes that psychosomatic apprehensions refer to each individual's anxiety about prospective harm and menace. Obviously, the sense of psychological security is a subjective judgment of whether the individual's environment is deterministic and controllable, and the state of consciousness based on his or her own personality traits. According to the above literature, the attributess of psychological security can be summarized as follows:

- a) Psychological security is an emotive experience perceived by the individual. This emotional experience is derived from external stimuli and is resolute by both the intensity of the stimulus and the psychological quality of individual.
- b) The appearance of psychological security is primarily certainty, control, and risk forewarning felt by persons.
- c) Psychological security stands to affect corporal and emotional health.

Individuals with higher psychological security will experience more confidence and freedom while individuals with lower psychological security are more prone to anxiety or fear, and even depression. Differences in the personality

and environmental perception of individuals determine the level of the individual's trust in the outside world, and is self-centered and based on the objective environment [16, 26, 39]. Individuals then further evaluate and decide whether or not the outside world is safe, and that usually connects with the degree of recognition with the outside world or the degree of willingness to contribute to it.

The psychological security of residents is also affected by external objective factors. In addition to the economic development of the city, the key factors determining whether the local residents leave and whether foreigners stay for a long time are people's familiarity with the urban environment and the degree of recognition with the urban atmosphere [21]. As well as the economic level of the city, the key factors determining whether the local residents leave and whether transient populations stay for a long time are people's familiarity with the urban area and the degree of recognition with the urban atmosphere.

This emotional element is known as urban belongingness, a unique indicator of psychological security in the urban context. The individual's demand for belongingness is due to the desire for security. The need for a sense of belonging stems from the desire for security [5]. Factors such as equity protection, housing status, and social integration will reduce the sense of belongingness and the urban identity of the non-native population who work and live in the city, which will result in their relatively isolated social relationships, cultural activities, and political participation, thus affecting the city's social and economic development. Economic factors also determine the psychological security of urban residents to a certain extent Carmeli, A et al. [8], which is reflected in occupational stability and occupational risk.

The present study sought to advance the comprehending of the psychological predictors of leaders by examining psychological security, emotional intelligence and self-efficacy as predictors of life satisfaction among a sample of leaders in Nigeria.

1.8. Inclusive Leadership

Though few would deny its potential benefits, research on Inclusive Leadership (IL) remains in the early stages of exploration and comprehending. According to Choi, et al [7] inclusive leaders are always supportive of followers and maintain open communication to invite input, at the same time exhibiting availability, willingness, and concern about their interest, expectations, and feelings. Inclusion is defined as the sense of belonging and security from the team. Zhu, Xu and Zhang [57] posited inclusive leadership as an open, effective, and accessible method of leadership that is positively correlated with employee performance [7]. It is an important relational leadership style [45] and is related to participative leadership, which involves follower-meetings and shared decision making mechanisms, as well as relating in some aspects of transformational leadership [34].

Leader inclusiveness differs from these two constructs by focusing on situations that are characterized by status or power differences and its keen interest on behaviors that

acknowledge the value of diversity in other's views [11]. Particularly, leader inclusiveness differentiates from participative leadership in that inclusive leaders value the different, often conflicting, viewpoints and ideas of all members within team interaction when their views may otherwise be disregarded [34]. The study adapted three inclusive leadership variables used by Choi, et al [7].

Leader inclusiveness also differs from transformational leadership. An inclusive leader points out words and deeds that indicate invitation and appreciation for others' work, while at the same time valuing their uniqueness (Nembhard & Edmondson, 2006). A transformational leadership style provides encouragement and personal support, at the same time contesting existing assumptions and generates new ideas; conversely, inclusive leaders focus their attention to a method of openness and accessibility to engage in a dynamic that promotes diverse opinions (Mitchell et al., 2015).

In other words, Inclusive leaders encourage followers to propose new ideas, listen to their opinions, be available to communicate, to discuss problems and solutions with their followers, and tolerate subordinates' mistakes and failures [7, 8]. Such behavior by leadership make the followers to realize that innovative ideas are recognized and encouraged ([20. 22. 28]).

Inclusive leadership is ultimately a relational construct that is the consequence of both the leader follower relationship process and its behavioral adaptation to the environment [17]. The less dominant standpoint, a relationship-based leader approach is thus more process-and-context-focused, and encourages participation, collaboration, follower expectations, inclusion, and implicit leadership models [14]. Clearly, IL aligns with the relationship-based process, follower-focused, and less-dominant way of leadership thinking. In essence, recent leadership views on leadership development have shifted from simply a human capital focus to including social capital and relational practices, in the collective and on increasing inclusion of all interconnected systems [14].

Furthermore, placing inclusive leaders within work units (groups/teams) has been shown to enhance performance [19] and been extremely useful for diversity management [34]. Thus, the intent is to provide insight on the association between IL and employee behavior, and point out that IL can prove to be an important asset to the workplace. Inclusion is written into the UN Millennium Development Aims and is a historical feature of Chinese civilization [51] Inclusiveness is a traditional virtue of the Chinese nation. The meaning of "All rivers run into the sea" and "Wide hearts embrace all" both encapsulate the meaning of inclusiveness [29].

The inclusive leadership style was initially studied in the field of Western education. People of different races and abilities should be educated inclusively. Pino, V. et al [38] believed that inclusive leadership in education requires an equal collective leadership process and defined inclusive leadership in education as the presence of a learning leader. For the first time, Edmondson [11] proposed inclusive leadership in the field of management, which comprises the

speech and behavioral performance of leaders in encouraging their subordinates to work and contribute.

The inclusive leadership that integrates Chinese traditional culture emphasizes equal opportunity and fair distribution, in line with higher psychological pursuits and the respected needs of the new generation workforce, is a new type of democratic leadership. Inclusive leaders are able to treat workforce with recognition, respect, and tolerance, listen to and recognize the opinions and contributions of subordinates and promote their work performance [7]. At the same time, inclusive leaders pay attention to employee training, give workforce fair treatment, and drive business success. Inclusive leaders can help each other in interacting with their subordinates [37]. It is this “relational leadership” that interacts with leaders and workforce [5] and is responsible for the final outcome. Inclusive leadership is an embodiment of openness and fairness [58].

Based on the previous literature and empirical research, we introduced the concepts of recognition, encouragement, and inclusiveness into the leadership practices of leaders in the new era.

- i. Leaders should pay attention to thoughts of workforce, attach prominence to reassurance of workforce, and show their acknowledgment when workforce make accomplishments;
- ii. Influencer should respect and treat workforce fairly. That is, the leaders can delight staff fairly, justly respect workforce’ suggestions, and let workforce work more to receive more;
- iii. Leaders should rationally comprehend workforce and tolerate their letdowns. That is, when workforce make mistakes, leaders can reasonably endure and comprehend them.

1.8.1. Dimension of Inclusive Leadership

Grounded on work near being an inclusive leader, convinced qualities are accommodating, called competencies of inclusion, which in turn can be deciphered into apparent leadership behaviors [33]. These inclusive leadership behaviors designate seamless image of an inclusive leader, but one ensures not have to pulsation all the boxes to be seen as an inclusive leader. Directors can be more or less inclusive. The actions can thus be seen as procedures or reference points for inclusive leadership. There are many inclusive leadership behaviors presented within the writings on inclusive leadership, all branded in diverse ways. Randel, A. et al [40], for example, have proposed five classifications of inclusive leadership conduct: three for belongingness and two for exceptionality. Another classification is the one from Laeque and Babar [31], who argues that there are four Rs of inclusive leadership that are needed for success: Respect, Recognition, Responsiveness and Responsibility. These categories are not appropriate to cover the long list of inclusive leadership behaviors in the works which is why, in this enquiry, a new list of sorts is advanced. The categories that the study have adopted are self-awareness, social awareness and relational agility [35].

1.8.2. Self-Awareness

The initial set is entitled self-awareness. Spawning plus preserving inclusion in firms is a multipart and continuing process that calls for self-awareness and replication by leaders [49]. Inclusive leaders should be vulnerable and humble, admit their mistakes, learn from comment and they should be aware of their own robust point and weaknesses [53]. Being an inclusive leader requires the ability to unsympathetically reflect on one’s own taken-for-granted expectations [13] and knowing one’s own biases and typecasts.

Self-awareness enables the inclusive leader to feel rewarded in his or her own right without being unsettled by others successes. Others are allowed and reinvigorated to take credit for success [38]. These behaviors are often mentioned in numerous tutelages on inclusive leadership and are therefore seen as imperative. However, being self-aware may be not as easy as it seems. First of all, it takes mettle to be vulnerable and disclose one’s own mistakes. People often tend to escape selfawareness to avoid undesirable feelings, caused by demonstrative density [41].

Self-perceptions are often far from flawlessly precise (Vazire & Carlsson, 2010). Self-awareness may prime to overestimation of one’s own capabilities, particularly when that person is in a spot of power. This, in turn, lowers performance and leader usefulness [41]. Being self-aware thus has its limits and should be loomed with carefulness.

1.8.3. Social-Awareness

Subsequent sort recycled within this research, is social-awareness. Crucial to social awareness is responsiveness, which in this case denotes capability to emphasize with workforce. The publicly aware leader is able to recognize the needs of others and respond consequently [38]. Comprehensive leaders invite workforce to give their opinion and listen to their thoughts [54]. Diverse standpoints are valued appreciated and encouraged [40]. An inclusive leader also inspires workforce to do their best work and to try dissimilar effects without perturbing to be chastised [54]. General leadership involves volume to acknowledge others and to see the viewpoint of others without allowing one’s own standpoint [13]. Another attributes of inclusive leadership that fits the concept of social awareness, is openness.

Furthermore, social awareness has its limits as well. A manager might be able to recognize the needs of workforce, but not be able to respond to it, due to a lack of, for example, monetary or material possessions. Responding to the needs of an employee can also lead to unfair treatment when a manager identifies the needs of one employee better than the needs of another. Moreover, encouraging and valuing different outlooks can be quite hard when these standpoints are unaccustomed or even unharmonious [12]. To withhold from judging can also be difficult for the manager, as judging workforce is part of a manager’s job [46]. Appreciating diverse standpoints sounds very inclusive, but might actually lead to common reworking [12]. Nurturing inclusion means

simplifying workforce to prompt their inimitability, but on the other hand, it requires everyone to be more observant to others needs and to think about influence of their attitudes to others, with means more shared alteration [12].

1.8.4. Relational Agility

Interpersonal liveliness, varying our edges of orientation, particularly in connecting with those who are diverse from ourselves, entails relational agility, which is the capacity to move from talking to someone towards engaging with someone [13]. Being an inclusive leader means being cooperative [53]. This also means seeing someone as dissimilar but equal, to appreciate different voices by listening actively to them and trying to comprehend them. Comprehensive leaders should encourage and facilitate dialogue in their teams, instead of making decisions and moving forward [49]. They aim to integrate diverse voices, getting team members involved in the dialogue and providing chances for conglomerate.

1.8.5. Theoretical Review

This study will adopt great man and Social exchange model as the underpinning, supporting model and complimentary theories. The purpose of adopting the aforementioned theories for this study is that the theories capture the essence of the study.

(i). The Great Man Model

19th-century impression rendering to which history can be largely explained by the impact of great men, or heroes; extremely powerful and exclusive individuals who, due to their natural attributes, such as superior intellect, heroic courage, astonishing leadership abilities or divine stimulus, have a decisive antique effect. The model is primarily attributed to the Scottish philosopher and essayist Thomas Carlyle who gave a series of lectures on heroism in 1840, later published as *On Heroes, Hero-Worship, and The Heroic in History*, in which he states:

(ii). Social Exchange Model

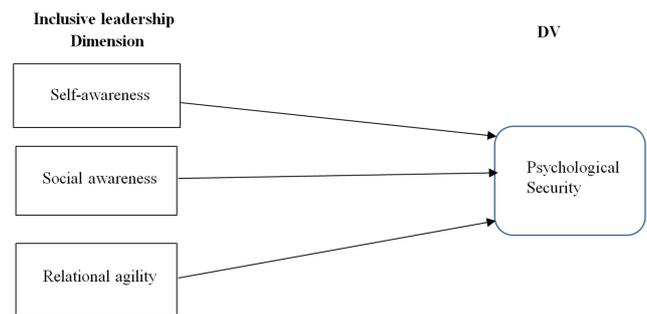
Social exchange model is a sociological and psychological model that studies the social behavior in the interaction of two parties that contrivance a cost-benefit analysis to determine risks and benefits. Social exchange model was developed by George Homans, a sociologist. It first appeared in his essay “Social Behavior as Exchange,” in 1958. Homans studied small groups, and he initially believed that any society, community or group was best seen as a social system [44]. The model also includes economic relationships the cost-benefit analysis occurs when each party has goods that the other parties value. Social exchange model suggests that these calculations occur in romantic relationships, friendships, professional relationships, and transient relationships as simple as exchanging words with a customer at the cash register. Social exchange model says that if the costs of the relationship are advanced than the rewards, such as if a lot of effort or money were put into a relationship and not shared, then the relationship may be dismissed or

unrestrained [52].

(iii). Conceptual Model

The exploration context portrays proportions of inclusive leadership: Self-awareness, Social awareness and Relational agility which is autonomous variable each has a straight linear relationship with Psychological security dependent variable. These relationship requires that leaders who possesses the attributes on the independent variables will be safe in their workplace and be comfortable in delegating activities to their outranked.

The diagram delineating the relationships between the variables explained is depicted thus:



(Source: [7])

Figure 1. Conceptual Model.

1.9. Empirical Review

This aspect grounded with novel research with empirical signals such as reviews and research studies. They are researches constructed on skill and surveillance rather than on systematic judgment. The focus is usually on application rather than on model.

1.9.1. Self-Wareness and Psychological Security

Romanowaka, Larsson and Theorell [41] in their study the evolution of inclusive leadership, found out that from their enquiry we were able to identify several aspects of interest to the prevailing literature and to future research in this area. First, we were able to detect the fields that contributed meaningfully to the evolution of Inclusive Leadership over the span of each decade. From this cessation we can better see which reprimands were central at differing stages of this model’s expansion. They determined by directing out that The DMIS and IDI provide a developmental focus that might provide both leaders and followers with compulsory awareness and tools to better negotiate the needs of belongingness and inimitability in scene.

Vazire and Carlson [48] shown a study on inclusive leadership, psychological enablement, and sentimental formal obligation. The study sightseen the mediating role of psychological enablement on the relationship between inclusive leadership and affective formal assurance. It was conjectured that inclusive leadership would be positively related to affective formal assurance both unswervingly and circuitously through psychological enablement. Possessions of an online survey from 189 employed individuals showed that inclusive leadership was

positively related to affective formal assurance. Effects also showed that psychological consent incompletely mediated the relationship between inclusive leadership and affective formal assurance, particularly through the meaning and impact scopes of psychological enabling, verdicts advocate administration development lineups emphasis on cumulative bosses' levels of openness, availability, and accessibility in interfaces with workforce.

1.9.2. Social-Wareness and Psychological Security

Kirton and Greene [26] conducted a study on Inclusive leadership: new age governance to temporary formal inclusion. The purpose of study was to probe relationship between inclusive leadership (IL) and formal inclusion (OI). The systematic literature review was undertaken from peer-reviewed journals. In total, 68 articles were disapprovingly examined to be comprised in the review highlighting the relationship between IL and OI. The study affords intuitions into leader behaviors that foster IL and how it differs from other styles of leadership, in assumption, the study explores an area less researched and is among the few review papers investigating through the relationship between IL and OI and how they impact HRD practices in formal set-up.

King and Brock [27] in their study for example, surveyed how dealing explicit aspects of psychological indenture breach upsets aftermaths accompanying with innovation. They found that programs that were administered during employee socialization periods (e.g., mentoring programs and social events) augmented the links workforce had with others in the firm. They also found that providing job candidates with realistic information improved the workforce' observations of person firm fit. Those acquaintances and perceptions of fit were important, because when issues came up in the employment relationship that could be apprehended as psychological contract breach, the negative impact of those issues was abridged Prime, J. et al. [39] and Spiikerman, H. et al. [46] who took a comparable tactic with regard to how furloughs are implemented in firms].

1.9.3. Relational Agility and Psychological Security

According to Jin, Lee and Lee [25] there is no lack of literature on inclusive leadership, that is, literature that discovers or endorses involvement of others moreover superintendents in governance procedures, and/or campaigners for leadership processes that promote the general value of inclusion. Most of this literature, however, does not adopt the heading "inclusive leadership." It employs other names such as teacher leadership, common governance, participative leadership, student leadership, site-based management, communal connection and emancipatory or critical leadership.

The only collection of studies uses title, inclusive leadership, hires the term, "inclusive," to refer to the education of differently-abled students. The solitary view that does address both the ends and process has other limitations. But while each standpoint represents only a limited and noticeably limited view of inclusive leadership, taken

together, they provide considerable insight into it.

This is a serious factor concerning inclusive leadership in generationally diverse workforces. Inclusion through assortment leadership calls for formal processes, systems, leadership and values whose focus is the enabling of the heterogeneous workforce through frameworks that deliver inclusive personal and intergroup climate, which ultimately enhances followers' learning of inclusive behaviours [18]. For firms deficient such frameworks, the leadership through its moral standpoint should initiate relevant changes in processes, systems and leadership core towards having inclusive leadership preparation as a form of effective leadership.

Inclusive leadership behaviour is considered by authenticity, limpidity in the decision -making processes, moral and ethical justification for the inclusive culture and flexibility to struggle to the inclusive leadership culture [12]. The leader's role in developing an experience of inclusion for diverse individuals through their values, practices, communiqué, genuine addresses and commitment to range serve as critical experiences to inclusive leadership [32, 43, 53].

1.9.4. Literature Gap

The paper attempts to comprehend effect of inclusive leadership style in classified firms with exceptional reference to overhaul firms. The leaders of these firms do not have the idea of creating an integrative environment that encourages and supports all workforce with different backgrounds, so they lack psychological security in the sense that most office managers do not take annual leave due to lack of trust. The Jos Distribution Manager (JED) is the focus of this study, which means that they do not have an inclusive management style, which is why there are recurring problems with electricity supply in the Jos metropolitan city. Create an inclusive environment where workforce can be themselves, that value their unique talents and keep them engaged.

1.9.5. Summary of Chapter

This chapter examines current prose on inclusive leadership and psychological security as imperative variables of planned research with a conceptual and contextual identification of the existing knowledge and research gaps this study seeks to provide. This chapter also emphasizes the need for theoretical integration of high-person model and social exchange model in gap.

2. Methodology

This study employed cross segment research design. Cross-sectional scheme allows revision of populace at one specific time and the difference between the individual groups within population linked [36] employing survey design, descriptive in nature, whereby quantitative research styles adopted to advance insight about the person of inclusive leadership on psychological security; the research slant that was followed for resolves of this research was inductive one. Conferring to this approach, researcher begin with precise thought, which are used to produce comprehensive models and assumptions pinched from research [9]. The research population consisted of workforce of Jos

Electricity Distribution Plc (JED) Jos business district in Jos North Local Government Area of Plateau State, within Jos North Local Government Area of Plateau State. According to Human resource department of Jos Electricity Distribution Plc (JED) Jos business district, has a total population of 395 staff working within seven (7) offices under Jos North Local Government. The workforce invited to partake in research survey by filling the questionnaires that were provided to them. Simple random sampling technique was used to select respondents among workforce of Jos Electricity Distribution Plc (JED) Jos business district in Jos North Local Government Area of Plateau State in order to produce more illustrative and precise sample. Self-administered questionnaire was used to collect data for study. The process will last for only one week due to the time factor. Only participants who made the inclusion criteria participated in the survey. Also, a technical method was used in order to avoid common method biasness where a contestant respond to a questionnaire from start to finish and is therefore able to foresee the direction of questions and try to gratify the researcher [59].

The multiple linear regression analysis was adopted for the testing of hypotheses via the Statistical Package for Social Sciences (SPSS) Statistics 22. According Sakaran and Bougie [42], multiple linear regression analysis is an analysis of overtone between two or more independent variables on a single, interval-scaled dependent variable. In this study, independent variables are entered into the same regression equation to forecast whether Inclusive leadership has any substantial impact on psychological security of managers working with JED Plc in Jos North Local Government Area of Plateau State.

2.1. Data Presentation and Analysis

This stage fixated on demonstration, examination and elucidation of effects from outcomes. The study pursued to institute the role of inclusive leadership on psychological security, with main attention on Jos Electricity Distribution Company Jos Plateau State. As such discussions on findings are detailed in this chapter.

2.1.1. Data Presentation

Respondents has the following details the gender, 142 and 115 represent male and female with percentages of 55.3% and 44.7% respectively. On the age 20-25 years, 26-30 years, 31-35years, 36-40 years and 41years and above have frequency of 31, 79, 47, 39 and 61 respondents, with percentages of 12%, 30.7%, 18.3%, 15.3% and 19%, respectively. Based on the position in JED represents the following superior, finance, marketers, operational and maintenance with the following frequencies and percentages 12, 79, 94, 52 and 20 respectively and 4%, 30.9%, 36.9%, 20.3%, and 7.9%.

Based on years of working with JED the response is as follows 1-5years, 6-10years, 11-15years and 16-20years, as 97, 41, 58 and 61, and percentages as 37.7%, 15.9%, 22.7% and 23.7%.

2.1.2. Data Analysis

The exploration model in this study was analysed expending SPSS Version 22 practices. The analysis was carried out in multiple steps [55]. Firstly, the enquiry of the measurement model was achieved (reliability analysis and normality analysis), and secondly, the study of link and multiple linear regression models were accompanied.

Table 1. Normality test.

		Statistic	Std. Error	
Psychological Security	Mean	.2004	.01098	
	95% confidence interval for mean	Lower Bound	.1783	
		Upper Bound	.2225	
	5% Trimmed Mean	.2000		
	Median	.2000		
	Variance	.006		
	Std. Deviation	.7845		
	Minimum	01		
	Maximum	05		
	Range	04		
	Interquartile Range	.10		
	Skewness	.088	.333	
	Kurtosis	497	.654	

2.2. Test of Normality

A Shapiro-Wilk's test (P-value >.05) and a visual inspection of their histograms, normal Q-Q plots, and box plots indicated that Psychological Security data was approximately normally distributed with skewness of.088 and kurtosis of.497. Both Kolmogorov-Smirnova and Shapiro-Wilk test recorded 0-value greater than 0.05 which implies that the research data was normally distributed and therefore the null hypothesis was rejected.

Based on the findings from the descriptive statistics and

correlations from Table 6, the independent variable dimension's result showed that the mean self-awareness (SA) was 22.6667, Social awareness (SOA) was 24.3661 and Relational Agility (RA) was 23.9613. While the dependent variable, Psychological Security (PS) recorded a value of 31.2679.

Based on the effects of the linearity test, it can be seen for the value of Self-awareness Sig 0.993 is greater than Sig 0.05. The value of Social-awareness Sig 0.673 is greater than Sig 0.05. While the value of Relational agility Sig 0.573. It shows that Self-awareness, Social-awareness and Relational agility have a linear relationship toward Psychological Security.

Table 2. Linearity Test Effects ANOVA.

Variables	Sig.	Status
Deviation from Linearity	0.993	Linear
Social-awareness	0.673	Linear
Relational agility	0.573	Linear

Source: Field Survey Data, 2021

2.3. Multicollinearity Test

Multicollinearity test intended to test whether the regression model found a correlation between independent variables. If there was a correlation, then the variables scale through and was fit for analysis).

Table 3. Multicollinearity Test Effects coefficients.

Variables	Collinearity Statistics		Status
	Tolerance	VIF	
Self-awareness	0.693	1.451	Problem-free Multicollinearity
Social-awareness	0.473	1.239	Problem-free Multicollinearity
Relational agility	0.613	1.777	Problem-free Multicollinearity

Source: Field Survey Data, 2021

Based on table 3, there is no multicollinearity or perfect correlation amongst the study independent variables because the VIF value for all independent variables is <5. This result proves that the data is free from multicollinearity and can be continual to calculate multiple regression.

2.4. Hypothesis Testing

The T-test (partial) and the F-test (simultaneous) were used in hypothesis testing to determine the effect of variables

X1 (Self-awareness), X2 (Social-awareness), X3 (Relational agility) and Y (Psychological Security).

2.4.1. Hypothesis Testing (T Test)

This T-test was used to determine the effect between Self-awareness, Social-awareness, Relational agility and the requirement for achieving the Psychological Security. The effects of T statistical tests were as follows.

Table 4. Test Effects.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.238	3.015		1.591	.114
	Self-awareness	.637	.093	.429	6.462	.001
	Social-awareness	.578	.081	.167	4.036	.002
	Relational agility	.566	.012	.411	6.123	.001

Source: Field Survey Data, 2021

a. Dependent Variable: Psychological Security

Based on the T-test or the significance test of individual parameters in Table 4, the following effects can be obtained:

a. The result of self-awareness variable is 6.462. Based on the regression analysis, the value of t count was 6.462 > T table 1.986 and the significance value is 0.001 < 0.05. Then, it concludes that H0 is rejected and H1 is accepted, which means that self-awareness influence psychological security of leaders in Jos Electricity Distribution company.

b. The result of social-awareness variable is 4.036. Based on regression analysis, the value of T count is 4.036 > 1.986 and the significance value is 0.002 < 0.05. Then, it concluded that H0 is rejected and H1 is accepted, which means that social-awareness influences psychological security of leaders

in Jos Electricity Distribution company.

c. The result of Relational agility variable is 8.141. Based on regression analysis, the value of T count is 8.141 > 1.986 and the significance value is 0.000 < 0.05. Then, it concluded that H0 is rejected and H1 is accepted, which means that Relational agility impact psychological security of leaders in Jos Electricity Distribution company.

2.4.2. Feasibility Test Model (F Test)

To perform the F test, the parameter used was by comparing the F count > F table. The testing of the effect in independent variables on the dependent variable simultaneously was done by the F test with result in Table 5.

Table 5. F Test Effects (ANOVA^a).

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	284.133	1	94.711	7.303	.000 ^b
	Residual	259.192	256	1.600		
	Total	543.325	257			

Source: Field Survey Data, 2021

a. Dependent Variable: Psychological Security

b. Predictors: (Constant), Self-awareness, Social-awareness, Relational Agility

The Table 5 shows that the effects of the calculation of the F test obtained F count value of 7.303 with a significant level of $0.001 < 0.05$. While the value of F table is 3.08 this means that $F \text{ count } 7.303 > F \text{ table } 3.08$. So it can be concluded that this model is declared feasible.

3. Regression Analysis

Based on the multiple regression calculation effects between Self-awareness, Social-awareness, relational agility and psychological security can be obtained.

Table 6. Effects of Multiple Linear Regression.

Hypothesis	Relationship	Std Beta (β)	Std. Error	T-Stat	P-Value	Decision
H ₁	SA → PS	0.429	0.093	6.462	0.010	Reject
H ₂	SOA→PS	0.167	0.081	4.036	0.020	Reject
H ₃	RA → PS	0.351	0.042	8.141	0.000	Reject

Where: SA = Self-awareness, SOA = Social awareness, RA = Relational Agility, PS = Psychological security
Source: Researcher

This facet lay onward research premise, display outcome of key effect of scopes of the Independent variable (Self-awareness, Social awareness and Relational agility). It illustrates the Standard path coefficient (β), Standard error, T-stat, P-value and Decisions taken and all the relationships are denoted by Standardized beta value. In testing the relationships, the significance level was at $p < 0.000$ and $p < 0.005$. As detailed in Table 6, the three direct relationships between the three proportions of the independent variable and dependent variable showed a robust positive generous effect, which includes (1) Self-awareness (SA) and Psychological security (PS) ($\beta=0.429$: $t=6.462$ $p<0.010$) (2) Social awareness (SOA) and Psychological security (PS) ($\beta=0.167$: $t=4.036$ $p<0.020$) (3) Relational agility (RA) and Psychological security (PS) ($\beta=0.351$: $t=8.141$ $p<0.000$).

Hypothesis 1: Self-awareness does not have any significant impact on psychological security. This direct hypothesis is rejected based on SPSS output, which shows

that there is a statistically significant relationship between self-awareness and psychological security. In accumulation, the relationship between the constructs is positive ($\beta=0.429$: $t=6.462$ $p<0.010$). The relationship between the two variables is significant. This therefore, specifies that self-awareness have a substantial impact on psychological security among higher in JED this suggest that. Leaders self-awareness enable to relate well with their inferior.

Hypothesis 2: Social-awareness does not have any important impact on psychological security. The result shows that this hypothesis is rejected. The path coefficient from social-awareness and psychological security is statistically significant with beta (β) value and robust t-value ($\beta=0.167$: $t=4.036$ $p<0.020$). Therefore, since P-value is <0.05 the null hypothesis which states that there is no significant relationship between SOA and PS is rejected and H₁ supported.

Table 7. Effects of the Determination Coefficient.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	0.523	0.514	1.26489

Source: Field Survey Data, 2021
a. Predictors: (Constant), Self-awareness Social-awareness, Relational Agility
b. Dependent Variable: Psychological Security

Based on the table above, the value of R² (R Square) is 0.514. This shows that the percentage contribution of the independent variable to the dependent variable is 51.4% or the variation of the independent variable used in the model (Self-awareness, Social-awareness and Relational Agility) is able to explain 51.4% of the dependent variable (Psychological Security), while the remaining is 48.6% (100% - 51.4%) influenced by other variables not included in this study.

4. Discussion of Effects

In this study, we examine the sway of Self-awareness, Social-awareness and Relational Agility hinges on Psychological Security. Multiple linear regression analysis

was used as technique of data analysis. The outcomes of the study are discussed below.

4.1. The First Objective of the Study

The first objective of the study was to evaluate whether self-awareness leads to psychological security. To achieve the first objective of the study and to answer the first research question, hypothesis one was formulated. Hypothesis one (1), postulated that self-awareness does not have any significant impact on psychological security. The regression result indicate that self-awareness has a positive and significant influence on psychological security. It was established that when self-awareness increased in JED, it augments leaders' psychological security. It means that there is need for

improve self-awareness for workforce of JED, for psychological security. Outcome partially substantiates the findings of Taomina and Sun [47] which exposed that self-awareness of leaders improves the performance of the subordinates.

4.2. The Second Objective of the Study

Empirically to determine whether social-awareness impacts psychological security. To attain second unbiased of study and to answer the second research question, proposition two was formulated. Hypothesis two (2), postulated that social-awareness does not have any significant effect on psychological security. The regression outcome specify social-awareness has a constructive significant impact on psychological security of leaders in JED. It was found that when social-awareness of workforce are improved in JED, it proliferates psychological security. Based on these outcomes which identifies that inclusive leadership dimension of social-awareness leads to the psychological security of leaders in JED. These effects are contained with the effects of Marvasti and Mc Kinney [32] and Taomina and Sun [47] which found that people that exhibit social-awareness tends to feel contented working with persons around them.

4.3. The Third Objective of the Study

Empirically to inspect whether relational agility effects to psychological security. To accomplish the third objective of the study and to answer the third research question, hypothesis three was expressed. Hypothesis three (3), postulated that relational agility does not have any significant impact on psychological security. The regression outcome specify that relational agility had a positive and significant influence on psychological security of leaders working with JED in Jos. It was initiated that when relational agility increased among superiors in JED in Jos, it increases psychological security of leaders working within JED. This judgment approves the outcomes of Laeeque and Babar [31] which revealed a positive relationship between relational agility and leaders well-being. The outcome is also in tandem with Hwang and Hopkins [23] outcome, which revealed that relational agility positively relates with satisfaction. One possible explanation could be that leaders who have higher agility in workstation have the ability to induce positive mood, and manage negative emotions occasioned by thought-provoking life issues and leads to high routine and the leaders will exhibit psychological security.

Section settles possessions of the data analysis from the previous section. It analyses major outcomes, theoretical and managerial effects, limitations of the study and presents suggestions for future studies.

5. Summary of Findings

Inclusive leadership rehearses in firms as all-inclusive method or in firms as envisaged by contestants while making specific allusion to exceptional stakeholders such. This was envisaged by

respondents as further actions that could provide extended resolutions to gaps identified in the study as weaknesses to inclusive leadership and inclusiveness concerning psychological security, for the sake of convenience and appropriate coordination, these practices envisaged by respondents that could be implemented to address concerns and ensure more inclusivity in firms, have been streamlined and presented under the roles of managers, as stakeholders that influence inclusive leadership as holistic systems that will improve psychological security.

6. Conclusion

Effects of contemporary study deliver proof to conclude that psychological security shows a key role in workforce' performance of psychological security, as well as work engagement. More importantly, psychological security is a key determinant in the leadership inclusiveness in the workplace, the study affords considerable confirmation to support knowledge that a climate of psychological security can mitigate the interpersonal perils innate in learning hierarchies of workforce in firms, particularly among senior level controlling. In line with the outcomes of the study, it can be concluded that, with the increasing numbers of shared relationships and complex interdependencies in the workplace, particularly in second cycle enlightening institutions, psychological protection and psychological liveness are likely to endure substantial aspects for foretelling work appointment of workforce.

7. Recommendations

In observation of beyond closes drawn from outcomes, the succeeding approvals were grounded on outcomes:

- i. There should be active psychological springiness usually painstaking an individual attribute because it tends to be stable over time, current involvements can also enhance it among persons.
- ii. Prearranged on verdicts specified essential part played in perception of welfare at work and work assignation, we recommend that the Nigeria Service sectors ought to corporate firms to build steps to provide interventions for workforce to boost their tractability.
- iii. Enormous benefits for mental health given that workforce who professed the workplace to be psychologically safe are more likely to put in more efforts and absorbed in duties.

8. Suggestion for Further Research

Apparent submission for future research regards its methodology. It will be beneficial to further investigate the research model in lengthen study design. In effect, the research will be able to capture changes over time and gain additional holistic comprehension on how inclusive leadership tops psychological security contribute to employee participation.

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