

Open Access Article

A Study on Inclusive Leadership, Innovative Behavior, and Perceived Organizational Support in the Service Sector in Malaysia: A Mediator Approach

Anantha Raj A. Arokiasamy^{1,2}, Quynh Le Hua Xuan^{3*}, Khanh-Linh Nguyen³, Hoa Thi Nhu Nguyen^{3,4}

¹ School of Economics and Management, Xiamen Universiti Malaysia, Sepang, Selangor, Malaysia

² Adjunct Faculty, Chandigarh University, NH-95 Chandigarh-Ludhiana Highway, Mohali, Punjab, India

³ School of Business and Management, RMIT International University, Ho Chi Minh City, Vietnam

⁴ Saigon Technology University, Ho Chi Minh City, Vietnam

Received: October 11, 2021 ▪ *Reviewed: November 10, 2021*

▪ *Accepted: December 17, 2021* ▪ *Published: January 28, 2022*

Abstract:

Many research works have been done on leadership and how positive leadership can nurture employees' innovative behavior. However, few studies have been done on the link between inclusive leadership and employees' innovative behavior. The research goals of this study are to test the path of perceived organizational support (POS) as a process to investigate how inclusive leadership could affect the innovative behavior of employees in a workplace setup and test POS as a mediator in the relationship between leadership and innovative behavior. The theoretical model designed for this study needed data from varied industries. Therefore, we surveyed almost 15 Malaysian companies from different industries. Data analysis with the assistance of the theoretical model revealed that inclusive leadership has positive effects on employees' innovative behavior in an organizational environment and POS. The study further shows that POS and employees' innovative behavior are positively related. POS acts as a mediator in building the relationship between inclusive leadership in any organizational environment and employee innovative behavior. Therefore, managers should demonstrate inclusive leadership and perceived organizational support to cultivate the full potential of innovative behavior to promote employee productivity/performance. Most of the literature on inclusive leadership in the service sector is theoretical. Furthermore, POS in the service sector is based on anecdotal perspectives. To this end, this paper is novel, as it is one of few studies to empirically investigate inclusive leadership and innovative behavior via POS in a non-western service sector context.

Keywords: perceived organizational support, inclusive leadership, innovative behavior, service sector, Malaysia.

Corresponding Author: Quynh Le Hua Xuan, School of Business and Management, RMIT International University, Ho Chi Minh City, Vietnam; email: lehuaxuanquynh@gmail.com

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)

马来西亚服务业的包容性领导、创新行为和感知组织支持的研究：一种调解方法

摘要：

许多关于领导力以及积极领导力如何培养员工创新行为的研究工作已经完成。然而，很少有关于包容性领导与员工创新行为之间联系的研究。本研究的研究目标是测试感知组织支持(POS)的路径，作为调查包容性领导如何影响员工在工作场所设置中的创新行为的过程，并测试POS作为领导和创新之间关系的中介行为。为本研究设计的理论模型需要来自不同行业的数据。因此，我们调查了来自不同行业的近15家马来西亚公司。借助理论模型的数据分析表明，包容性领导对组织环境和POS中员工的创新行为具有积极影响。研究进一步表明，POS与员工的创新行为正相关。POS在建立任何组织环境中的包容性领导与员工创新行为之间的关系方面充当调解人。因此，管理者应该表现出包容性的领导力和感知到的组织支持，以培养创新行为的全部潜力，从而提高员工的生产力/绩效。大多数关于服务业包容性领导的文献都是理论性的。此外，服务部门的POS是基于轶事的观点。为此，本文是新颖的，因为它是在非西方服务业背景下通过POS实证研究包容性领导和创新行为的少数研究之一。

关键词：感知组织支持、包容性领导、创新行为、服务业、马来西亚。

1. Introduction

The market is highly competitive today. Several factors are responsible for this ever-increasing competition. Globalization, decreased product life cycles, innovation of new technologies and constant advancements, increasing organizational productivity, empowered human resources, and stiff competition are mainly responsible for today's globally competitive market (Hughes et al., 2018). In this changing market environment, entrepreneurs, leaders, and scholars emphasize the necessity of innovation for sustainable growth amid an extremely competitive environment. Innovation in an organizational setup becomes resilient and result-oriented when employees show their creative talents and participate in innovative activities (Vermeulen et al., 2020).

Experts and scholars ask business leaders and business owners to identify the key perspectives in employee innovative behavior. These perspectives may vary from one environment to another. However, some common ones remain the same irrespective of the industries, such as human resource management practices, the culture of innovation, supposed innovation job requirements, organizational infrastructure for change management, employee participation, and leadership style (Su et al., 2020). Among these key factors determining employee innovative behavior, leadership is considered the most important aspect determining employee innovative behavior quality and eagerness. Several studies on the relationship between leadership and employee innovative behavior have found the impression of

ethical, paternalistic, and transformational leadership on the employee innovative behavior. However, the effects of inclusive leadership have not been studied yet. Inclusive leadership has unique characteristics that differentiate it from other leadership styles (Wang et al., 2019). Research on the impact of inclusive leadership on employee innovative behavior could provide a vivid insight into the effects and aspects of inclusive leadership that are directly or remotely linked with organizational innovation culture. However, the published empirical studies in this field are rare.

This study has developed a completely new understanding of how employees' innovative behavior is linked with inclusive leadership (Javed et al., 2018; Zhu et al., 2020). Any innovation necessitates corresponding changes in one or more organizational processes. These changes are feasible with the help of comprehensive support from the organizational members, openness in the matters of changes required and why these are necessary for the current circumstances, and inclusive management where everyone key to innovation and changes will have their opinions and suggestions heard. For examining the relationship between inclusive leadership in an organizational setup and employee innovative behavior in the same organizational setup, the study considers a mediator called Perceived Organizational Support (POS). This is a structured support system that the organization assures its employees in stressful situations and for their carrying out respective responsibilities effectively (Nguyen et al., 2020). Several research works have discussed the effectiveness of

organizational support and inclusive leadership in employee innovative behavior. However, too few studies are done on the role of POS (if implemented) in developing the relationship between inclusive leadership and employee innovative behavior (Aslan, 2019).

The current study focuses on how inclusive leadership affects employee innovative behavior in the presence of POS. This study aims to contribute in two different ways to the organizational understanding of the role of leadership in developing competitive advantage. First, the study focuses on organizational leadership, especially the role of inclusive leadership, as we think that research on inclusive leadership is still lacking the required momentum and interest (Randel et al., 2018). Second, this study extends the prior studies on the antecedents of employee innovative behavior in an organizational environment by investigating how contextual factors like inclusive leadership in an organizational environment (Time 1) and perceived organizational support influenced the innovative behavior of employees in the same organizational environment (Time 2). This research promotes the necessity of a longitudinal approach to finding the effect of change in the leadership style on employees' creativity. This study also promotes in-depth research on other related aspects that can enhance employee innovative behavior, such as employees' cognitive behavior.

2. Literature Review

2.1. Inclusive Leadership

According to Choi et al. (2017), inclusive leadership can be described as "words and actions by a leader or leaders that indicate an invitation and appreciation for others' contributions." These researchers were the first to introduce this concept and describe this in detail. Qi et al. (2019) describe inclusive leadership as a "Win-Win" situation for both leaders and employees where sharing views and opinions is a norm indicating the necessity of interdependent relationships in an organizational environment (Hughes et al., 2018). Choi et al. (2017) opine that an inclusive leader is someone who accepts workers' opinions and suggestions from all levels but remains accountable for the group action.

As such, the research mentioned above finds three dimensions in inclusive leadership:

1. Leaders welcome employees' opinions and suggestions, tolerate their errors, and extend all necessary guidance and motivation to reduce their stress and find mistakes.
2. Leaders identify and train employees by focusing on the need for training in certain aspects; leaders praise the employees for their achievements rather than envying them.
3. Leaders treat every employee equally and take care of their basic needs; leaders investigate and talk with employees regarding their interests.

Comparing the inclusive leadership style with other

kinds of leadership indicates that inclusive leadership has some unique characteristics such as inclusion, acceptance, belonging, and distinctiveness. Even though inclusive leadership plays a prominent role in organizational success, too few studies have been done in this field (Jin et al., 2017; Qi et al., 2019). This study aims to find out how the creativity of the employees is nurtured through inclusive leadership and how a supportive organizational environment with the introduction of POS can affect employee innovative behavior.

2.2. Employee Innovative Behavior

Innovative activity is the set of activities related to ideating, creating, adopting, and materializing an idea that is non-existing at the idea materialization time. Innovation can be related to anything like an operation, system, process, technique, product, or service. Employee innovative behavior is more concerned with their active participation in an innovation process than the generation or results of an innovation. The innovation in concern may be the ideation of someone else. However, others may join later during the adoption and materialization of the idea contributing their concepts to make the innovation more apt and useful. In this study, we have followed the research of Shin et al. (2017) that says literature review on the innovative behavior of people around us and the literature on how to develop creative minds help develop a theoretical model on innovative behavior. According to Wisse et al. (2015), different leadership styles affect employee innovative behavior in different ways. The researchers further add that democratic forms of leadership, organizational support, and motivation from seniors or managers all impact employee creativity.

Looking into the theoretical standpoint of inclusive leadership reveals that this form of leadership has multiple positive impacts on employee innovation. This leadership style encourages every staff member to participate in an innovation process (Wisse et al., 2015). According to Ashikali et al. (2020), inclusion motivates employees to do something good for the organization. According to organization support theory, organization support, when inducted constructively, can improve organizational performance. Inclusive leaders always ensure that the employees obtain moral support from the team and management in the forms of knowledge, motivation, and time. If the leaders support and provide more autonomy to the employees, the employees become more creative and responsible. According to Javed et al. (2019), inclusion boosts the basic confidence of employees. This is the leadership style whereby managers do everything to develop the ability and potential of the skills of their subordinates.

Minehart et al. (2020) state that inclusive leadership promotes justice, equity, organizational culture, and shared decision-making in a team, intensifying a belongingness sense in the employees that, again, encourages contributions from the team members, making them innovative within their sphere of

knowledge, experiences, and responsibilities. Consequently, inclusive leaders become the role model of the employees. Billingsley et al. (2018) argue that inclusive leadership promotes openness in communication at various levels of organizational hierarchy. At the same time, it brings inaccessibility to organizational resources that make the employees feel empowered. Overall, general transparency in organizational activities is developed that makes employees more engaged in every organizational activity leading to a culture of creativity. Based on organizational support theory and as we are paying attention to POS in this study, we have built the following hypothesis:

Hypothesis 1: There is a positive and direct relationship between inclusive leadership and employee innovative behavior in each organizational environment that supports inclusive leadership.

2.3. Perceived Organizational Support

According to Eisenberger et al. (2020), employees develop skills and expertise as their companies want and care about staff welfare. POS is based on the organizational support theory, where employees are not taken for granted but treated as the most asset of the organization. Organizational support is an important factor in developing and promoting employees' ability to contribute to organizational growth and development. However, the theoretical understanding of how inclusive leadership can impact employees' innovative minds is still in its infancy.

In this section, we will explain the position of POS as a mediator between inclusion leadership and employee innovation behavior. First, we will explain the impact of POS on inclusive leadership and then on employees' innovative behavior in each organizational environment that supports inclusive leadership. Organizational support theory explains that if an employee's perception regarding the support they receive from an organization is positive and unambiguous, then the relevance of POS becomes high to the employees (Vatankhah et al., 2017). Employees perceive supervisors or managers as the strongest source of organizational support. Therefore, the inclusive leadership style is accepted as the most beneficial form of leadership from employees' perspectives. The supportive actions of the inclusive leaders keep all types of confusion away and create a perception in the employees that their voice will be heard and their well-being will be a priority to the organization (Kim, 2017). This ultimately strengthens POS. Thus, the behaviors of inclusive leaders are directly and positively related to POS. With this, we built the second hypothesis:

Hypothesis 2: Inclusive Leadership in an organizational environment supports inclusive

leadership is directly and positively related to perceived organizational support.

The innovative behavior of employees can be improved by improving the organizational environment. An inspiring organizational culture encourages employees to think something creative and share their thoughts with others, including supervisors, managers, and team members (Thurlings et al., 2015). The social exchange theory also promotes this view. The conditional POS can be more effective than the unconditional one. For example, as employees perceive that the organization they work for thinks about their well-being and provides them with all the necessary tools and resources to enhance their performance, they should also perceive that the organization also wants them to give their full efforts and share their innovative ideas enhancing market competence. As per social exchange theory, this form of reciprocity, as created from POS, helps the organization achieve its targets while the employees also obtain their fair share of attention.

Eisenberger et al. (2020) mention that "the high levels of POS create a sense of obligation to contribute to the organization." If this kind of fillings grow in the employees, the organization becomes extremely benefited. Absenteeism reduces, the team becomes more organized, and employees become more engaged. According to Rockstuhl et al. (2020), POS makes employees more responsible for their duties and accountabilities. At the same time, employees who perceive intensified organizational support become more innovative and better at meeting deadlines. According to Thompson et al. (2020), organizational treatments directly linked to POS positively impact employees. Alternatively, when the employees perceive low or no organizational support, their engagement or innovation lessens drastically. With this, we built the third hypothesis.

Hypothesis 3: Perceived organizational support (POS) is directly and positively related to employee innovative behavior.

POS is a mediator. Social exchange theory explains that inclusive leadership affects employee innovative behavior (Wihuda et al., 2017). Higher the POS, more keenness from the parts of the employees to reciprocate the attention and rewards they obtain from inclusive leadership. Employees knowingly or unknowingly follow their leaders' actions closely. From the leader's actions, they perceive what they can gain or demand from the organization. For opening their creativity and ideas, employees need a general feeling that the leaders support them in various ways (Cugueró-Escofet et al., 2019). On the other hand, employees' engagement or organizational loyalty increases greatly when leaders care for the employees, offer emotional support, keep them informed about changes, and be with them during

job-related issues. These are the key triggers of POS. An employee's morale grows because of POS. Their actions become more organization-oriented.

Employees perceive higher organizational support and reciprocate it with their innovations (creativity) if the leader encourages the active participation of the employees in different organizational matters. Perceived support for innovation or creativity is a significant source of innovation or creativity. A leader can create an environment whereby employees perceive organizational support becomes more projecting. Inclusive leadership can develop an environment where employees feel empowered and energized to try new methods in their jobs. According to Tremblay (2019), inclusive leadership makes professional nurses more

patient-friendly, responsible, and innovative in extending nursing services. In addition, inclusive leadership offers managers' or supervisors' special support that inspires the employees to be more creative in their workplaces. Accumulating all variable factors, we can say that POS increases the chance of more innovative solutions and approaches to workplace issues. With this, we have built the following hypothesis:

Hypothesis 4: POS is an active mediator between inclusive leadership in an organizational environment supporting inclusive leadership and employee innovative behavior.

The hypothesis model of our study is illustrated in Figure 1.

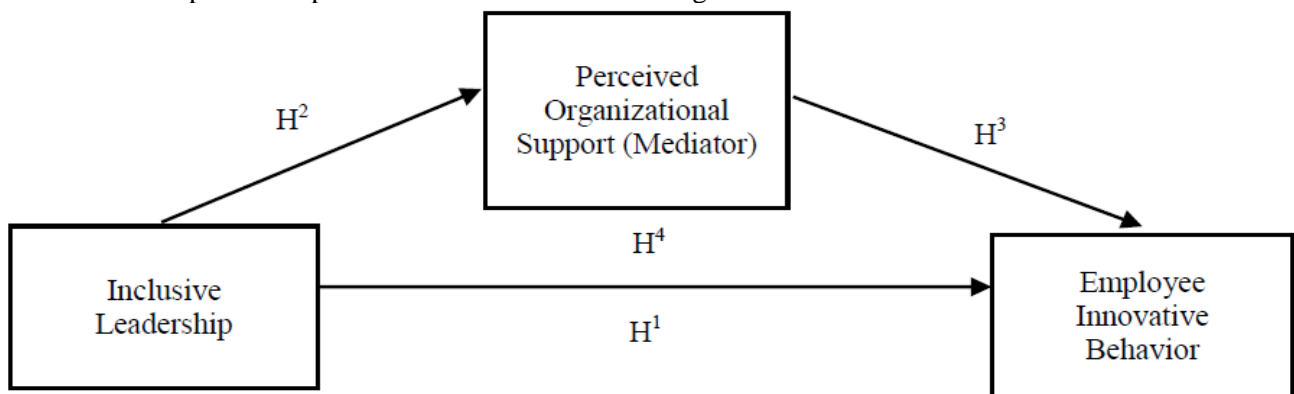


Figure 1. The conceptual model

3. Methods

3.1. Sample and Procedures

Fifteen service-oriented organizations such as banks, insurance companies, and law firms from 7 cities in Malaysia were selected for the survey. The data was collected from the managers and employees of these companies. We applied three different ways to neutralize the common bias: First, we conducted two sessions of surveys keeping 90 days gap. This neutralized the effect of former memories of the participants and reduced the effect of common method variance bias. Second, a two-source data accumulation method was followed whereby the same question was asked to both the manager and his/her employees. A manager's rating of an employee's innovative behavior got more important. Third, in this study, stringent process monitoring was conducted for questionnaire designing and delivery. Questionnaires were first delivered to the human resource management departments of the targeted companies with the scope to review the questions and ask for clarification. We selected 223 employees and their respective managers from these 15 companies. The selected participants were given full freedom to participate or leave the survey. The survey questionnaires were sealed in envelopes, coded, and given to each participant. Complete anonymity of the participants was maintained throughout. The participants were then asked to deliver the completed questionnaires to the researchers for their fear of disclosing their opinions to the organizations'

higher authorities or the respective managers.

3.1.1. Time 1 (T1)

The questionnaires were distributed to 455 employees segregated into 127 teams depending on their respective managers. The questionnaires included questions on their demographic characteristics such as gender, age, education, and tenure with the companies. Each questionnaire also included their opinion about perceived inclusive leadership. Among the 455 participants, we received suitable answers from 331 employees belonging to 106 teams. The response rate was 72.7%.

3.1.2. Time 2 (T2)

The second session of the survey was conducted after 90 days. At that time, 330 participants of the T1 survey were available, along with 112 managers. This time, employees were asked to rate their manager's inclusive actions, whereas the managers were asked to rate their perceived organizational support. A total of 319 employees and 105 managers submitted their questionnaires. From the two sessions, we obtained a response from 223 employees and 72 matched managers. It means the response rate of employees was 69.9%, whereas the response rate of managers was 68.5%. Here, 79% were below 35 years old, 53% were graduates, 4.7% were postgraduates, 41.2% gained a college degree or below, and 61.1% were females. The maximum tenure of employees was 10 years. Employees who worked 1-3 years were 41%,

employees who worked 4-6 years were 19%, and employees who worked for 7-10 years were 17%.

3.2. Measures

We used some proven scales of measurement taking references from the top journals. Most of these measurement scales were written in English. We translated the measures to the Malay language as per the recommendations of Cabezudo et al. (2019). This responsibility was given to a management scholar with strongholds in English and Malay. After that, we took the help of another management professor having strongholds in both languages to translate it back to English. The translated works were shown to a management professional for quality check. The discrepancies were solved through discussions. For a full-proof impeccable survey, a test survey was conducted before the actual survey. Some parts of the questionnaire were amended as per the feedback, followed by scrutiny. A five-point Likert Scale was used with most of the questions where 1 meant "to disagree," and 5 meant "to agree."

3.2.1. Inclusive Leadership

Inclusive leadership was assessed based on a 9-item scale by Carmeli et al. (2010). In the first session of the survey (T1), it was used to get the managers rated by the employees. In studies by Gallegos (2013) and Garrison-Wade et al. (2007), the same 9-item scale was used. On a sample item, "The manager was open to hearing new ideas," the coefficient of the scale was 0.927 (Cronbach's alpha). It indicates that the scale has a high level of reliability.

3.2.2. Perceived Organizational Support

For the assessment of POS, the 8-item scale was used in the second session (T2, reported by employees). This scale was developed by Eisenberger et al. (1986). The same scale was used successfully in two other studies (Eisenberger et al., 2020; Kurtessis et al., 2017). One sample statement was, "My organization takes

pride in my accomplishments at work." The reliability coefficient on the 8-item scale was 0.952 (Cronbach's alpha). It indicates that the scale is quite reliable.

3.2.3. Innovative Behavior

For assessing employee innovative behavior, the 9-item scale was given to the managers to rate their employees (T2). Janssen (2004) designed the scale and used it in one of his research works. Thurlings et al. (2015) also used this scale in their research work. Three aspects are considered on this scale: (1) Ideas proposed by the employee; (2) Application of the idea in some practical field; (3) Promotion of the idea in the organization. One of the sample statements was "creating new ideas for difficult issues (idea generation)." On the reliability coefficient, it scored 0.951 (Cronbach's alpha), which shows that the scale has a high level of reliability.

3.2.4. Control Variables

The control variables used in this study are Gender, Age, Education, and Tenure in the current organization. These are the key control variables associated with the POS and employee innovative behavior.

4. Results

4.1. Descriptive Statistics

Descriptive statistics, along with the correlations, are represented in Table 1. The results for the relationship between inclusive leadership and employee innovative behavior are $r = 0.31$ and $p < 0.01$, which means these two variables are positively related. The results for the relationship between inclusive leadership and POS are $r = 0.57$ and $p < 0.01$, which means these two variables are positively related. The results for the relationship between POS and employee innovative behavior are $r = 0.29$ and $p < 0.01$, which means these two variables are positively related.

Table 1. Inter-correlations and descriptive statistics

No.	Variable	Mean	S.D.	1	2	3	4	5	6	7
1.	Gender	0.33	0.61	1.00						
2.	Age	3.15	0.72	-0.41**	1.00					
3.	Education	1.71	0.59	-0.39**	-0.05	1.00				
4.	Tenure	3.04	1.39	0.21	0.37**	-0.11	1.00			
5.	Inclusive leadership	3.87	0.63	0.16*	-0.06	-0.05	0.08	1.00		
6.	POS	3.36	0.73	0.17	0.08	-0.04	0.11	0.57**	1.00	
7.	Innovative behavior	3.91	0.81	0.24	0.19**	-0.18	0.22**	0.31**	0.29	1.00

Notes: $N = 223$. * $p < 0.05$ and ** $p < 0.01$, gender = 1, age = 2, education = 3, tenure = 4, inclusive leadership = 5, perceived organizational support = 6, innovative behavior = 7

4.2. Hypothesis Tests

For testing the relevance of the four hypotheses in

this study on two scales, i.e., main effects and mediation effects, we used (1) Hayes's (2009) approach

and (2) the bias-corrected bootstrapping approach. The second one included 5000 bootstraps in Mplus Version 7.4 software with 95% bootstrap confidence intervals (Maydeu-Olivares, 2017). Table 2 shows coefficient estimates for the model, but that is not standardized. Results were published after adjusting the controllable variables. While finding the relationship between inclusive leadership with employee innovative behavior it was found that $\beta = 0.2939$, $SE = 0.078$, $p < 0.01$, 95% CI = [0.174, 0.512]. It establishes Hypothesis 1 that employees show more innovative behavior with the increasing perceived inclusive leadership. Hypothesis 2 was also established as in that case the results were as

follows: $\beta = 0.7373$, $SE = 0.062$, $p < 0.01$, 95% CI = [0.692, 0.883]. This means POS and inclusive leadership are positively related. The results also established hypothesis 3. The results in this case was as follows: $\beta = 0.313$, $SE = 0.079$, $p < 0.01$, 95% CI = [0.124, 0.421] that means POS and employee innovative behavior are positively related. In support of Hypothesis 4, the findings in Table 2 show that inclusive leadership has a large positive indirect impact on employees' innovative behavior through POS (estimate effect = 0.287, $p < 0.01$, 95% CI = [0.087, 0.317]).

Table 2. Unstandardized coefficients

Effects	Estimate	SE	95% CI
Direct effect			
Hypotheses			
Inclusive leadership -> innovative behavior	0.293**	0.078	[0.174, 0.512]
Inclusive leadership -> POS	0.737**	0.062	[0.692, 0.883]
POS -> innovative behavior	0.313**	0.079	[0.124, 0.421]
Indirect effect			
Inclusive leadership -> POS -> innovative behavior	0.287**	0.058	[0.087, 0.317]

Notes: $N = 223$. * $p < 0.05$ and ** $p < 0.01$

5. Discussion and Conclusion

This study primarily uses the organizational support theory and the social exchange theory. The primary target of this study is to find how inclusive leadership affects employee innovative behavior. The study also targets to find why inclusive leadership affects employee innovative behavior. We find that these two factors are closely connected, and POS mediated between these two. Employees of any type of organization feel more empowered and become more engaged when leaders show more inclusiveness in their day-to-day activities by welcoming creative ideas, suggestions, and recommendations of the employees. It consequently improves the innovative behaviors of employees.

In conclusion, our research adds to the current body of knowledge by shedding light on some elements of POS and innovative behavior. The findings of this study will assist managers in better understanding the link between POS, inclusive leadership, and innovative behavior. Furthermore, our work contributes to the literature on innovative behavior by demonstrating the mediation function of POS between inclusive leadership and innovative behavior. In conclusion, we believe that the current study will give scholars some important elements to examine in this field of study.

6. Implications

6.1. Theoretical Implications

This study has made several significant theoretical contributions. First, this research finds a clear impact of inclusive leadership on employee innovative behavior. This research outcome was just in line with earlier research that finds the support of managers is necessary for nurturing innovative behaviors of employees in an

organizational setup (Nazir et al., 2018; Qureshi et al., 2020). This empirical study meaningfully addressed the gaps in the literature talking about supportive factors of innovative behavior of employees in an organizational setup. This study applied the social exchange theory in the organizational environment for the first time to show that support-based outcomes are dependent on perceived organizational support. Inclusive leadership is a new concept gaining attention from management professionals and scholars (Jolly & Lee, 2020). However, the lack of theoretical knowledge and scholarly studies have hindered its utility in practical environments. This study is one of the first studies on the impact of inclusive leadership on employee innovative behavior, accepting POS as the mediator. However, much work is still to be performed with various controllable factors for more insight into inclusive leadership.

Second, this study shows that perceived organizational support plays a vital role as a mediator between inclusive leadership and employee innovative behavior. This study added some important research-based findings and developed hypotheses for better insights on the extant relationships between three factors, inclusive leadership, POS, and employee innovative behavior, and how each of these is related to the other ones on a one-to-one scale. The existing studies have not focused on the process fundamental to the relationship between inclusive leadership and employee innovative behavior when organizational support is visibly available. Our research findings are consistent with the view of Wihuda et al. (2017), who opine that perceived organizational support in any organizational setup might be closely linked with the productive innovation of an individual.

Third, this study shows that inclusive leadership is

positively related to employee innovative actions. Hence, this study can refer to future studies on the role of inclusive leadership in addressing various innovation determinants. Promoting employee innovative behavior is imperative for an organization's sustainable growth and long-term survival in this highly competitive market (FajarGhifari et al., 2020; Javed, 2018).

6.2. Practical Implications

Competitiveness is related to innovation. In a dynamic business environment, it is critical to decipher how the innovative minds of the employees could be nurtured through inclusive leadership (Nugroho et al., 2020; Eisenberger et al., 2020). The theoretical model as developed in this paper could assist the managers in getting a comprehensive view of different factors that can trigger employee innovation. There might be some necessity of deviating from conventional leadership practices. This study encourages the managers to adapt to unconventional ways, if necessary, for nurturing employee innovative behavior. A manager's inclusive leadership skills can be highly beneficial for the organization. We strongly recommend leadership training programs to provide in-depth views of inclusiveness and how it could be adopted in established organizational culture.

As the study proves POS's relevance in connecting inclusive leadership with employee innovative behavior, the managers should habituate inclusiveness for welcoming new productive ideas and recommendations from the employees. They should also acknowledge employees' efforts to achieve an idea. In addition, organizational support can stimulate employee innovative behavior by supplying all relevant resources, flexible working hours, and creating a necessary workspace for experimenting with productive ideas. Finally, our study shows that inclusive leadership could support and nurture employee innovation differently. However, POS has a significant role in connecting inclusive leadership with employee innovation behavior. In an organizational setup, managers should find the key influences creating obstacles to changes and factors that can make employees creative.

7. Limitations and Future Research

This study has a few limitations that should be recognized as well. Pointing out the downsides, we want to promote future studies on those limitations for getting more information and theoretical insights on the subjects discussed in this study. The first limitation is the inadequate sample size from a single entity, which could limit generality and, therefore, the application of the theoretical construct in general. The current results could provide cautious hypotheses testing figures, indicating potentially stronger effects in industries with

far higher levels of innovation (e.g., technology). Replicating the findings of this study across multiple industries with a larger sample size in future studies will help us learn more. Second, there may exist other mechanisms as well. The current study only looked at one mechanism to determine the relationship between inclusive leadership and innovative behavior (e.g., psychological empowerment). Besides, exploring the limitations that may affect the relationship between inclusive leadership and employee innovation may be advantageous. Future researchers have the scope to observe other types of employee performance, such as task performance.

Authors' Contributions

Anantha Raj A. Arokiasamy provided the research design and framework and analyzed the data. Quynh Hua Xuan Le prepared the paper for publication. Khanh-Linh Nguyen and Nguyen Thi Nhu Hoa proofread the paper and assisted with the data collection, analysis, and framework.

References

- [1] ASHIKALI, T., GROENEVELD, S., & KUIPERS, B. (2020). The role of inclusive leadership in supporting an inclusive climate in diverse public sector teams. *Review of Public Personnel Administration*, 41(3), 497-519. <https://doi.org/10.1177%2F0734371X19899722>
- [2] ASLAN, H. (2019). Mediating Role of Perceived Organizational Support in Inclusive Leadership's Effect on Innovative Work Behavior. *Business & Management Studies: An International Journal*, 7(5), 2945-2963. <http://dx.doi.org/10.15295/bmij.v7i5.1299>
- [3] BILLINGSLEY, B., DEMATTHEWS, D., CONNALLY, K., & MCLESKEY, J. (2018). Leadership for effective inclusive schools: Considerations for preparation and reform. *Australasian Journal of Special and Inclusive Education*, 42(1), 65-81. <https://doi.org/10.1017/jsi.2018.6>
- [4] CABEZUDO, M.A.S., MILLE, S., & PARDO, T. (2019). Back-translation as strategy to tackle the lack of corpus in natural language generation from semantic representations. Proceedings of the 2nd Workshop on Multilingual Surface Realisation, Hong Kong, China, November 2019, pp. 94-103. <http://dx.doi.org/10.18653/v1/D19-6313>
- [5] CARMELI, A., REITER-PALMON, R., & ZIV, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: the mediating role of psychological safety. *Creativity Research Journal*, 22(3), 250-260. <https://doi.org/10.1080/10400419.2010.504654>

- [6] CHOI, S.B., TRAN, T.B.H., & KANG, S.-W. (2017). Inclusive leadership and employee well-being: The mediating role of person-job fit. *Journal of Happiness Studies*, 18(6), 1877-1901. <https://doi.org/10.1007/s10902-016-9801-6>
- [7] CUGUERO-ESCOFET, N., FICAPAL-CUSÍ, P., & TORRENT-SELLENS, J. (2019). Sustainable human resource management: How to create a knowledge sharing behavior through organizational justice, organizational support, satisfaction and commitment. *Sustainability*, 11(19), 5419. <https://doi.org/10.3390/su11195419>
- [8] EISENBERGER, R., HUNTINGTON, R., HUTCHISON, S., & SOWA, D. (1986). Does pay for performance increase or decrease perceived self-determination and intrinsic motivation? *Journal of Personality and Social Psychology*, 77(5), 1026-1040. <http://dx.doi.org/10.1037/0022-3514.77.5.1026>
- [9] EISENBERGER, R., RHOADES SHANOCK, L., & WEN, X. (2020). Perceived organizational support: why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 101-124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- [10] FAJARGHIFARI, R., RAHMAWATI, I., & SAIMIMA, M.P. (2020). Teachers Innovative Behavior and Role Performance with the Team: An Empirical. *European Journal of Molecular & Clinical Medicine*, 7(6), 1616-1623. Retrieved from https://ejmcm.com/article_3883.html
- [11] GALLEGOS, P.V. (2013). The Work of Inclusive Leadership. In: FERDMAN, B.M., & DEANE, B.R. (eds.) *Diversity at Work: The Practice of Inclusion*. John Wiley & Sons, pp. 177-202. <https://doi.org/10.1002/9781118764282.ch6>
- [12] GARRISON-WADE, D., SOBEL, D., & FULMER, C.L. (2007). Inclusive leadership: Preparing principals for the role that awaits them. *Educational Leadership and Administration*, 19, 117-132.
- [13] HAYES, A.F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76, 408-420. <https://doi.org/10.1080/03637750903310360>
- [14] HUGHES, M., RIGTERING, J.C., COVIN, J.G., BOUNCKEN, R.B., & KRAUS, S. (2018). Innovative behaviour, trust and perceived workplace performance. *British Journal of Management*, 29(4), 750-768. <http://dx.doi.org/10.1111/1467-8551.12305>
- [15] JANSSEN, O. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, 47(3), 368-384. <http://dx.doi.org/10.2307/20159587>
- [16] JAVED, B. (2018). *Positive Psychological States and Innovative Work Behavior: The Role of Relational Leadership*. Doctoral thesis, Capital University of Science and Technology. Retrieved from <https://cust.edu.pk/static/uploads/2019/08/PhD-Mngt.-Sc.-Thesis-Basharat-Javed.pdf>
- [17] JAVED, B., KHAN, A.K., & QURATULAIN, S. (2018). Inclusive leadership and innovative work behavior: examination of LMX perspective in small capitalized textile firms. *The Journal of Psychology*, 152(8), 594-612. <https://doi.org/10.1080/00223980.2018.1489767>
- [18] JAVED, B., NAQVI, S.M.M.R., KHAN, A.K., ARJOON, S., & TAYYEB, H.H. (2019). Impact of inclusive leadership on innovative work behavior: The role of psychological safety. *Journal of Management & Organization*, 25(1), 117-136. <http://dx.doi.org/10.1017/jmo.2017.3>
- [19] JIN, M., LEE, J., & LEE, M. (2017). Does leadership matter in diversity management? Assessing the relative impact of diversity policy and inclusive leadership in the public sector. *Leadership & Organization Development Journal*, 38(2), 303-319. <https://doi.org/10.1108/LODJ-07-2015-0151>
- [20] JOLLY, P.M., & LEE, L. (2020). Silence is not Golden: Motivating Employee Voice through Inclusive Leadership. *Journal of Hospitality & Tourism Research*, 45(6), 1092-1113. <https://doi.org/10.1177%2F1096348020963699>
- [21] KIM, S. (2017). Perceived organizational support as a mediator between distributive justice and sports referees' job satisfaction and career commitment. *Annals of Leisure Research*, 20(2), 169-187. <https://doi.org/10.1080/11745398.2016.1147363>
- [22] KURTESSIS, J.N., EISENBERGER, R., FORD, M.T., BUFFARDI, L.C., STEWART, K.A., & ADIS, C.S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884. <http://dx.doi.org/10.1177/0149206315575554>
- [23] MAYDEU-OLIVARES, A. (2017). Maximum likelihood estimation of structural equation models for continuous data: Standard errors and goodness of fit. *Structural Equation Modeling: A Multidisciplinary Journal*, 24(3), 383-394. <http://dx.doi.org/10.1080/10705511.2016.1269606>
- [24] MINEHART, R.D., FOLDY, E.G., LONG, J.A., & WELLER, J.M. (2020). Challenging gender stereotypes and advancing inclusive leadership in the operating theatre. *British Journal of Anaesthesia*, 124(3), e148-e154. <https://doi.org/10.1016/j.bja.2019.12.015>
- [25] NAZIR, S., QUN, W., HUI, L., & SHAFI, A. (2018). Influence of social exchange relationships on affective commitment and innovative behavior: Role of perceived organizational support. *Sustainability*, 10(12), 4418. <https://doi.org/10.3390/su10124418>
- [26] NGUYEN, P.V., THE VUONG, L., TON, H.N.N., & TRAN, H.Q. (2020). Drivers of Employee Engagement and Job Performance. *Journal of Southwest Jiaotong University*, 55(5), 1-16. <https://doi.org/10.35741/issn.0258-2724.55.5.9>

- [27] NUGROHO, A., HENDRAWIDJAJA, J.B., & SOETJIPTO, B.W. (2020). LMX, POS, and task environment as antecedents of entrepreneurial orientation in family business. *International Journal of Learning and Change*, 12(4), 395-415. <https://doi.org/10.1504/ijlc.2020.10031080>
- [28] QI, L., LIU, B., WEI, X., & HU, Y. (2019). Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator. *PLoS ONE*, 14(2), e0212091. <http://dx.doi.org/10.1371/journal.pone.0212091>
- [29] QURESHI, F.A., ZAMAN, Q., & BUTT, M. (2020). Mediating effect of perceived organizational support on the relationship between leader-member exchange and the innovation work behavior of nursing employees: a social exchange perspective. *Business Innovation and Entrepreneurship Journal*, 2(1), 67-76. <https://doi.org/10.35899/BIEJ.V2I1.63>
- [30] RANDEL, A.E., GALVIN, B.M., SHORE, L.M., EHRHART, K.H., CHUNG, B.G., DEAN, M.A., & KEDHARNATH, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, 28(2), 190-203. <http://dx.doi.org/10.1016/j.hrmr.2017.07.002>
- [31] ROCKSTUHL, T., EISENBERGER, R., SHORE, L.M., KURTESSIS, J.N., FORD, M.T., BUFFARDI, L.C., & MESDAGHINIA, S. (2020). Perceived organizational support (POS) across 54 nations: A cross-cultural meta-analysis of POS effects. *Journal of International Business Studies*, 51(6), 933-962. <http://dx.doi.org/10.1057/s41267-020-00311-3>
- [32] SHIN, S.J., YUAN, F., & ZHOU, J. (2017). When perceived innovation job requirement increases employee innovative behavior: A sensemaking perspective. *Journal of Organizational Behavior*, 38(1), 68-86. <https://doi.org/10.1002/JOB.2111>
- [33] SU, Z.X., WANG, Z., & CHEN, S. (2020). The impact of CEO transformational leadership on organizational voluntary turnover and employee innovative behaviour: the mediating role of collaborative HRM. *Asia Pacific Journal of Human Resources*, 58(2), 197-219. <https://doi.org/10.1111/1744-7941.12217>
- [34] THOMPSON, P.S., BERGERON, D.M., & BOLINO, M.C. (2020). No obligation? How gender influences the relationship between perceived organizational support and organizational citizenship behavior. *Journal of Applied Psychology*, 105(11), 1338-1350. <https://doi.org/10.1037/apl0000481>
- [35] THURLINGS, M., EVERS, A.T., & VERMEULEN, M. (2015). Toward a model of explaining teachers' innovative behavior: A literature review. *Review of Educational Research*, 85(3), 430-471. <http://dx.doi.org/10.3102/0034654314557949>
- [36] TREMBLAY, M. (2019). How, why, and when high-involvement work systems are related to OCB: a multilevel examination of the mediating role of POS and of the moderating role of organizational structures. *Group & Organization Management*, 44(3), 611-651. <https://doi.org/10.1177/1059601117736684>
- [37] VATANKHAH, S., JAVID, E., & RAOOFI, A. (2017). Perceived organizational support as the mediator of the relationships between high-performance work practices and counter-productive work behavior: Evidence from airline industry. *Journal of Air Transport Management*, 59, 107-115. <https://doi.org/10.1016/J.JAIRTRAMAN.2016.12.001>
- [38] VERMEULEN, M., KREIJNS, K., & EVERS, A.T. (2020). Transformational leadership, leader-member exchange and school learning climate: Impact on teachers' innovative behaviour in the Netherlands. *Educational Management Administration & Leadership*. <https://doi.org/10.1177/0013164420932582>
- [39] WANG, Y.X., YANG, Y.J., WANG, Y., SU, D., LI, S.W., ZHANG, T., & LI, H.P. (2019). The mediating role of inclusive leadership: Work engagement and innovative behaviour among Chinese head nurses. *Journal of Nursing Management*, 27(4), 688-696. <http://dx.doi.org/10.1111/jonm.12754>
- [40] WIHUDA, F., KURNIAWAN, A.A., KUSUMAH, A.I., & ADAWIYAH, W.R. (2017). Linking empowering leadership to employee service innovative behavior: A study from the hotel industry. *Tourism: An International Interdisciplinary Journal*, 65(3), 294-313.
- [41] WISSE, B., BARELDS, D.P.H., & RIETZSCHEL, E.F. (2015). How innovative is your employee? The role of employee and supervisor Dark Triad personality traits in supervisor perceptions of employee innovative behavior. *Personality and Individual Differences*, 82, 158-162. <https://doi.org/10.1016/j.paid.2015.03.020>
- [42] ZHU, J., XU, S., & ZHANG, B. (2020). The paradoxical effect of inclusive leadership on subordinates' creativity. *Frontiers in Psychology*, 10, 2960. <https://doi.org/10.3389/fpsyg.2019.02960>

参考文献:

- [1] ASHIKALI, T., GROENEVELD, S., & KUIPERS, B. (2020). 包容性领导在支持多元化公共部门团队的包容性氛围中的作用。审查公共人事管理, 41

- (3), 497-519. <https://doi.org/10.1177%2F0734371X19899722>
- [2] ASLAN, H. (2019)。感知组织支持在包容性领导对创新工作行为的影响中的中介作用。商业与管理研究：国际期刊, 7(5), 2945-2963. <http://dx.doi.org/10.15295/bmij.v7i5.1299>
- [3] BILLINGSLEY, B., DEMATTHEWS, D., CONNALLY, K. 和 MCLESKEY, J. (2018年)。有效的包容性学校的领导：准备和改革的考虑。澳大利亚特殊和全纳教育杂志, 42 (1), 65-81. <https://doi.org/10.1017/jsi.2018.6>
- [4] CABEZUDO, M.A.S., MILLE, S., & PARDO, T. (2019)。反向翻译作为解决语义表示生成自然语言中缺乏语料库的策略。第二届多语言表面实现研讨会论文集, 中国香港, 2019年11月, 第94-103页。 <http://dx.doi.org/10.18653/v1/D19-6313>
- [5] CARMELI, A., REITER-PALMON, R., & ZIV, E. (2010)。包容性领导和员工参与工作场所的创造性任务：心理安全的中介作用。创造力研究杂志, 22 (3), 250-260. <https://doi.org/10.1080/10400419.2010.504654>
- [6] CHOI, S.B., TRAN, T.B.H., & KANG, S.-W. (2017)。包容性领导和员工福祉：人与工作契合度的中介作用。幸福研究杂志, 18 (6), 1877-1901. <https://doi.org/10.1007/s10902-016-9801-6>
- [7] CUGUERÓ-ESCOFET, N., FICAPAL-CUSÍ, P., & TORRENT-SELLENS, J. (2019)。可持续人力资源管理：如何通过组织公正、组织支持、满意度和承诺来创造知识共享行为。可持续性, 11 (19), 5419. <https://doi.org/10.3390/su11195419>
- [8] EISENBERGER, R., HUNTINGTON, R., HUTCHISON, S., & SOWA, D. (1986)。绩效薪酬是增加还是减少感知到的自决和内在动机？人格与社会心理学杂志, 77 (5), 1026-1040. <http://dx.doi.org/10.1037/0022-3514.77.5.1026>
- [9] EISENBERGER, R., RHOADES SHANOCK, L., & WEN, X. (2020)。感知到的组织支持：为什么关心员工很重要。组织心理学和组织行为年度回顾, 7, 101-124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- [10] FAJARGHIFARI, R., RAHMAWATI, I., & SAIMIMA, M.P. (2020年)。教师与团队的创新行为和角色表现：实证。欧洲分子与临床医学杂志, 7 (6), 1616-1623. 取自https://ejmcm.com/article_3883.html
- [11] 加勒戈斯, P.V. (2013)。包容性领导的工作。在：FERDMAN, B.M., & DEANE, B.R. (编辑。) 工作中的多样性：包容的实践。约翰威利父子, 第177-202页。 <https://doi.org/10.1002/9781118764282.ch6>
- [12] GARRISON-WADE, D., SOBEL, D., & FULMER, C.L. (2007年)。包容性领导：让校长为等待他们的角色做好准备。教育领导和管理, 19, 117-132。
- [13] 海耶斯, A.F. (2009年)。超越男爵和肯尼：新千年的统计中介分析。通讯专着, 76, 408-420. <https://doi.org/10.1080/03637750903310360>
- [14] 休斯, M., 瑞特林, J.C., 科文, J.G., BOUNCKEN, R.B., & KRAUS, S. (2018)。创新行为、信任和感知的工作场所绩效。英国管理杂志, 29 (4), 750-768. <http://dx.doi.org/10.1111/1467-8551.12305>
- [15] 詹森, O. (2004年)。员工的目标导向、领导与成员交流的质量、工作绩效和工作满意度的结果。管理学院学报, 47 (3), 368-384. <http://dx.doi.org/10.2307/20159587>
- [16] JAVED, B. (2018)。积极的心理状态和创新的工作行为：关系领导的作用。博士论文, 首都科技大学。取自<https://cust.edu.pk/static/uploads/2019/08/PhD-Mngt.-Sc.-Thesis-Basharat-Javed.pdf>
- [17] JAVED, B., KHAN, A.K. 和 QURATULAIN, S. (2018)。包容性领导和创新工作行为：对小型纺织企业的LMX视角的考察。心理学杂志, 152 (8), 594-612. <https://doi.org/10.1080/00223980.2018.1489767>
- [18] JAVED, B., NAQVI, S.M.M.R., KHAN, A.K., ARJOON, S., & TAYYEB, H.H. (2019)。包容性领导对创新工作行为的影响：心理安全的作用。管理与组织杂志, 25 (1), 117-136. <http://dx.doi.org/10.1017/jmo.2017.3>
- [19] JIN, M., LEE, J., & LEE, M. (2017)。领导力在多元化管理中重要吗？评估多元化政策和包容性领导在公共部门的相对影响。领导力与组织发展杂志, 38 (2), 303-319. <https://doi.org/10.1108/LODJ-07-2015-0151>
- [20] JOLLY, P.M. 和 LEE, L. (2020)。沉默不是金：通过包容性领导激励员工发声。酒店与旅游研究杂志, 45 (6), 1092-1113. <https://doi.org/10.1177%2F1096348020963699>
- [21] KIM, S. (2017)。将组织支持视为分配正义与体育裁判的工作满意度和职业承诺之间的中介。休闲研究年鉴, 20 (2), 169-187. <https://doi.org/10.1080/11745398.2016.1147363>
- [22] KURTESSIS, J.N., EISENBERGER, R., FORD,

- M.T., BUFFARDI, L.C., STEWART, K.A. 和 ADIS, C.S. (2017)。感知组织支持：组织支持理论的元分析评估。管理杂志, 43 (6), 1854-1884。http://dx.doi.org/10.1177/0149206315575554
- [23] 梅杜-奥利瓦雷斯, A. (2017年)。连续数据结构方程模型的最大似然估计：标准误差和拟合优度。结构方程建模：多学科期刊, 24 (3), 383-394。http://dx.doi.org/10.1080/10705511.2016.1269606
- [24] MINEHART, R.D., FOLDY, E.G., LONG, J.A. 和 WELLER, J.M. (2020)。挑战性性别规定型观念，推进手术室的包容性领导。英国麻醉杂志, 124 (3), e148-e154。https://doi.org/10.1016/j.bja.2019.12.015
- [25] NAZIR, S., QUN, W., HUI, L., & SHAFI, A. (2018)。社会交换关系对情感承诺和创新行为的影响：感知组织支持的作用。可持续性, 10 (12), 4418。https://doi.org/10.3390/su10124418
- [26] NGUYEN, P.V., THE VUONG, L., TON, H.N.N., & TRAN, H.Q. (2020年)。员工敬业度和工作绩效的驱动因素。西南交通大学学报, 55(5), 1-16。https://doi.org/10.35741/issn.0258-2724.55.5.9
- [27] NUGROHO, A., HENDRAWIDJAJA, J.B. 和 SOETJIPTO, B.W. (2020年)。LMX、POS和任务环境作为家族企业创业导向的前因。国际学习与变革杂志, 12 (4), 395-415。https://doi.org/10.1504/ijlc.2020.10031080
- [28] QI, L., LIU, B., WEI, X., & HU, Y. (2019)。包容性领导对员工创新行为的影响：将组织支持视为中介。公共科学图书馆一号, 14 (2), e0212091。http://dx.doi.org/10.1371/journal.pone.0212091
- [29] QURESHI, F.A., ZAMAN, Q., & BUTT, M. (2020)。感知组织支持对领导成员交换与护理人员创新工作行为关系的中介作用：社会交换视角商业创新和创业杂志, 2 (1), 67-76。https://doi.org/10.35899/BIEJ.V2I1.63
- [30] RANDEL, A.E., GALVIN, B.M., SHORE, L.M., EHRHART, K.H., CHUNG, B.G., DEAN, M.A., & KEDHARNATH, U. (2018)。包容性领导：通过归属感实现积极成果，并因独特性而受到重视。人力资源管理评论, 28 (2), 190-203。http://dx.doi.org/10.1016/j.hrmr.2017.07.002
- [31] ROCKSTUHL, T., EISENBERGER, R., SHORE, L.M., KURTESSIS, J.N., 福特, M.T., BUFFARDI, L.C. 和 MESDAGHINIA, S. (2020)。54个国家的感知组织支持(POS)：POS效应的跨文化元分析。国际商业研究杂志, 51 (6), 933-962。http://dx.doi.org/10.1057/s41267-020-00311-3
- [32] SHIN, S.J., YUAN, F., & ZHOU, J. (2017)。当感知到的创新工作要求增加员工创新行为时：意义建构的观点。组织行为杂志, 38 (1), 68-86。https://doi.org/10.1002/JOB.2111
- [33] SU, Z.X., WANG, Z., & CHEN, S. (2020)。首席执行官变革型领导对组织自愿离职和员工创新行为的影响：协作式人力资源管理的中介作用。亚太人力资源杂志, 58(2), 197-219。https://doi.org/10.1111/1744-7941.12217
- [34] THOMPSON, P.S., BERGERON, D.M. 和 BOLINO, M.C. (2020年)。没有义务？性别如何影响感知组织支持和组织公民行为之间的关系。应用心理学杂志, 105 (11), 1338-1350。https://doi.org/10.1037/apl0000481
- [35] THURLINGS, M., EVERS, A.T., & VERMEULEN, M. (2015)。走向解释教师创新行为的模型：文献综述。教育研究回顾, 85 (3), 430-471。http://dx.doi.org/10.3102/0034654314557949
- [36] TREMBLAY, M. (2019)。高参与度工作系统如何、为什么以及何时与华侨银行相关：对POS的中介作用和组织结构的调节作用的多层次检验。集团与组织管理, 44 (3), 611-651。https://doi.org/10.1177/1059601117736684
- [37] VATANKHAH, S., JAVID, E., & RAOOFI, A. (2017)。将组织支持视为高绩效工作实践与反生产工作行为之间关系的中介：来自航空业的证据。航空运输管理杂志, 59, 107-115。https://doi.org/10.1016/J.JAIRTRAMAN.2016.12.001
- [38] VERMEULEN, M., KREIJNS, K., & EVERS, A.T. (2020年)。变革型领导、领导-成员交流和学校学习氛围：对荷兰教师创新行为的影响。教育管理行政与领导。https://doi.org/10.1177%2F1741143220932582
- [39] WANG, Y.X., YANG, Y.J., WANG, Y., SU, D., LI, S.W., ZHANG, T., & LI, H.P. (2019)。包容性领导的中介作用：中国护士的工作投入和创新行为。护理管理杂志, 27 (4), 688-696。http://dx.doi.org/10.1111/jonm.12754

-
- [40] WIHUDA, F., KURNIAWAN, A.A., KUSUMAH, A.I. 和 ADAWIYAH, W.R. (2017)。将授权领导与员工服务创新行为联系起来：来自酒店业的研究。旅游：国际跨学科期刊，65 (3)，294-313。
- [41] WISSE, B., BARELDS, D.P.H., & RIETZSCHEL, E.F. (2015)。你的员工有多创新？员工和主管暗三人格特质在主管对员工创新行为的感知中的作用。人格和个体差异，82, 158-162。 <https://doi.org/10.1016/j.paid.2015.03.020>
- [42] 朱军、徐顺、张博 (2020)。包容性领导对下属创造力的矛盾影响。心理学前沿，10, 2960. <https://doi.org/10.3389/fpsyg.2019.02960>