T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

**THE IMPACT OF INCLUSIVE LEADERSHIP ON WORK ENGAGEMENT:
THE ROLE OF PSYCHOLOGICAL DIVERSITY**

MASTER THESIS
Khalid FAQIRI

Department of Business

Business Administration Program

SEPTEMBER, 2023

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(Y1912.130043)

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Thesis Advisor: Assist. Prof. Dr. Cihan TINAZTEPE

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APPROVAL FORM

DECLARATION

I hereby declare with the respect that the study "The Impact of Inclusive Leadership on Work Engagement: The Role of Psychological Diversity", which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the References. (…/…/20..)

Khalid FAQIRI

FOREWORD

I, Khaled Faqiri, am a candidate pursuing a master's degree at Istanbul Aydin University. I hereby affirm that the master thesis titled "Impact of Inclusive Leadership on Work Engagement: The Role of Psychological Diversity" is the outcome of my original research, unless specified otherwise. I have diligently acknowledged and referenced all sources of information utilized in this thesis, whether they were directly quoted or paraphrased. I would like to express my heartfelt appreciation to my family members, especially my parents and guardians, as well as the esteemed administrators of the University, for their unwavering support. Furthermore, I extend my gratitude to my friends and classmates, who served as a great source of inspiration throughout the completion of this study.

I express my gratitude to Allah, the Most Gracious, the Most Merciful, for providing me with the guidance and support to complete this research. I am sincerely thankful to my supervisor, Dr. Cihan TINAZTEPE, for their invaluable contributions to this study. Their guidance, expertise, and valuable feedback have been instrumental in shaping the outcome of this research. Additionally, I would like to extend my heartfelt appreciation to the members of the Social Sciences Department for their consistent assistance and support throughout the process. I am grateful for their availability whenever I sought guidance or clarification. Furthermore, I would like to acknowledge and thank all the professors in the Department of Business Administration at Istanbul Aydin University (IAU) for their timely assistance and support during my master's program. Their expertise and willingness to help have been crucial to my academic journey. Once again, I express my deepest gratitude to my family, supervisor, and the faculty members who have played significant roles in my academic growth and the successful completion of this study.

September, 2023   Khalid FAQIRI

THE IMPACT OF INCLUSIVE LEADERSHIP ON WORK ENGAGEMENT: THE ROLE OF PSYCHOLOGICAL DIVERSITY

ABSTRACT

The purpose of the study was to determine the impact of inclusive leadership on work engagement: The role mediating psychological diversity. The current study is testing four hypotheses that were generated. Correlation analysis, linear regression analysis, and difference tests were utilized in the study's quantitative methodology; correlation analysis was used to establish the mean, median, and standard deviation; linear regression analysis identifies the connections between factors; and the different test evaluates how the categorical organization of inclusive leadership differs across employees in all categories via SPSS software. For this reason, data was gathered from Afghan employees who are employed by various organizations. The face-to-face data collection technique allowed for the gathering of data. Employees who were recognized as employed by organizations were given questionnaires. 380 responses in all were obtained, and the potential correlations between the constructs were examined. According to the study's findings, inclusive leadership has a big impact on work engagement. Findings also indicate that psychological diversity acts as a mediator in the link between inclusive leadership and work engagement.

Keywords: Inclusive leadership, work engagement, psychological diversity, linear regression analysis, Afghanistan.

THE IMPACT OF INCLUSIVE LEADERSHIP ON WORK ENGAGEMENT:
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ÖZET

Araştırmanın amacı kapsayıcı liderliğin işe bağlılık üzerindeki etkisini belirlemekti: Psikolojik çeşitliliğe aracılık eden rol. Mevcut çalışma, oluşturulan dört hipotezi test ediyor. Araştırmanın niceliksel metodolojisinde korelasyon analizi, doğrusal regresyon analizi ve fark testleri kullanılmış; Ortalamayı, medyanı ve standart sapmayı belirlemek için korelasyon analizi kullanıldı; doğrusal regresyon analizi faktörler arasındaki bağlantıları tanımlar; ve farklı test, SPSS yazılımı aracılığıyla kapsayıcı liderliğin kategorik organizasyonunun tüm kategorilerdeki çalışanlar arasında nasıl farklılaştığını değerlendiriyor. Bu nedenle çeşitli kuruluşlarda istihdam edilen Afgan çalışanlardan veriler toplanmıştır. Yüz yüze veri toplama tekniği veri toplamaya olanak sağlamıştır. Kuruluşlar tarafından istihdam edildiği kabul edilen çalışanlara anketler verildi. Toplamda 380 yanıt elde edildi ve yapılar arasındaki potansiyel korelasyonlar incelendi. Araştırmanın bulgularına göre kapsayıcı liderliğin işe bağlılık üzerinde büyük etkisi var. Bulgular ayrıca psikolojik çeşitliliğin kapsayıcı liderlik ile işe bağlılık arasındaki bağlantıda aracı görevi gördüğünü göstermektedir.

Anahtar Kelimeler: Kapsayıcı liderlik, işe bağlılık, psikolojik çeşitlilik, doğrusal regresyon analizi, Afganistan.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

I. INTRODUCTION

Leadership has been extensively examined over the past few decades, and its significance cannot be emphasized enough. However, authorities and scholars often differ in their views on the importance of leadership and the support it requires (Johnson & Maclean, 2008). In a broader sense, leadership diversity encompasses various factors, such as a diverse mix of individuals, attitudes, traits, and perspectives, as well as the methods designed to make this combination function effectively. On the other hand, inclusive leadership is the capacity required to handle multiple viewpoints in order to achieve goals efficiently. It is not only about embracing diversity but also about consistently considering other perspectives and ensuring that every team member has the right to express themselves. It necessitates a genuine belief in the principles of equality and engagement and the practical implementation of these principles, rather than mere rhetoric. Inclusive leaders take constructive and participatory actions, regardless of the responses they receive. According to Hollander (2008), inclusive leadership highlights the importance of establishing connections between leaders and followers to achieve significant goals for mutual benefit. Instead of exerting control over others, inclusive leadership promotes collaboration and cooperation. Its objective is to enhance decision-making abilities and achieve desired outcomes by leveraging the collective expertise of individuals, rather than relying solely on one person's knowledge. Hollander (2008) suggests that inclusive leadership fosters an environment that minimizes bias in input and output, while also valuing both cooperation and competition as essential elements of the participatory process. Furthermore, inclusive leadership has the potential to shape political discourse, particularly in terms of garnering government consent and assuming shared responsibility.

In this context, there is a greater emphasis on traditional leadership qualities such as charm and character, which, unfortunately, have limited effectiveness as they fail to address the crucial aspect of leadership: the followers. According to Nembhard and Edmondson (2006), inclusive leadership is characterized by leaders who demonstrate

their willingness to acknowledge and value the contributions of others. Furthermore, they define inclusive leadership as the leader's words and actions aligning with the notion of being an esteemed collaborator who takes full accountability for their commitment to achieving optimal outcomes at every level.

There is already a significant amount of research that illustrates how to handle challenging circumstances in an organization. Employees who are sufficiently engaged in their work value their relationships with coworkers and organizational leaders (Schneider & Macey, 2010). Accordingly, motivated individuals who are actively interested in their work have a positive and productive relationship with it (Kahn, 1990). Previous studies in this area have typically used one of two methods to analyze engagement experiences (Kahn, 1990). One strategy is psychological conditions for involvement, where a person must have access to personal resources, feel psychologically safe, and have a job that is sufficiently meaningful to engage them in their career (May et al., 2004). The job demand-resources model is another approach that bases participation on the accessibility of practical employment resources (Baker & Demerouti, 2014). Scholars who have reviewed the academic literature have found that academic research lags behind advancements in practice (Macey & Schneider, 2008). This is particularly evident in the case of inclusive leadership and its role in boosting employee engagement.

The background information presented above demonstrates the seriousness of low employee engagement. Prior studies in this area have examined various influencing factors, as mentioned in the background section. However, it has been discovered that leadership and its various taxonomies have the greatest impact on employee engagement among all the variables (Loannidou et al., 2016). Recent studies provide growing evidence suggesting a correlation between inclusive leadership and employee engagement across different contexts. Earlier research also highlights the significance of psychological diversity as a fundamental factor influencing the relationship between inclusive leadership and various individual-level behaviors, such as employee job satisfaction and organizational citizenship behavior (Choi et al., 2015). However, there has been limited research conducted in the past, especially in developing countries like Afghanistan, regarding the impact of inclusive leadership on employee engagement. This study aims to address this research gap by presenting

evidence that supports the influence of inclusive leadership on work engagement while also considering the mediating role of psychological diversity in this relationship.

The present study proposes a theoretical framework suggesting that in the context of Afghanistan, a war-torn country, inclusive leadership can positively impact work engagement by leveraging the mediating effect of psychological diversity. To the best of the researcher's knowledge, this study represents a pioneering effort in the Afghan context. The rationale for selecting organizations in Afghanistan stems from the observed decline in worker engagement, which directly affects organizational performance and sustainability. In contemporary organizations, both executives and staff members contribute to the overall representation of the organization. Employers strive to cultivate engaged employees and invest significant resources in enhancing work engagement. Given that employees are recruited for specific tasks, it is crucial for organizations to foster alignment between leaders' actions and followers' active participation, even though direct evidence for this relationship is limited. It is argued that psychological diversity serves as a critical factor in this relationship. For each employee to be committed to and believe in the company's mission, values, and objectives, psychological diversity plays a pivotal role. This study aims to investigate the impact of inclusive leadership on work engagement while assessing the mediating role of psychological diversity. Additionally, it explores how psychological diversity potentially acts as a mediator between inclusive leadership and work engagement.

A. Purpose of the Study

The researcher initiates the study by examining existing research on inclusive leadership and its correlation with work engagement. This examination aims to elucidate how inclusive leadership impacts the relationship under investigation in the specific context of the study. Furthermore, a comprehensive literature review is conducted to explore and elucidate the significance of psychological diversity in the relationship between the dependent and independent variables. Prior to delving into the importance of inclusive leadership in relation to work engagement, the researcher conducts a thorough review of relevant literature on inclusive leadership and its association with work engagement. Additionally, the researcher conducts a literature review to gain insights into the influence of psychological diversity on the relationship between the variables of interest in the study.

B. Problem Statement

The composition of the workforce is evolving to include individuals from diverse backgrounds, cultures, and experiences who collaborate in the workplace (Saxena, 2014). This diversity offers numerous advantages, such as heightened creativity, innovation, and problem-solving capabilities. However, it also poses challenges, particularly in the areas of communication and collaboration. Inclusive leadership has emerged as a crucial factor in fostering diversity and establishing a workplace culture that is more inclusive (Bhattacharya et al., 2022).

Although the advantages of inclusive leadership are widely recognized, there is still limited understanding regarding the significance of psychological diversity in this context. Psychological diversity encompasses variations in individuals' thinking, emotions, and behaviors, including aspects such as personality traits, cognitive styles, emotional intelligence, and values. Gaining insight into the impact of inclusive leadership on work engagement and comprehending the role of psychological diversity in this dynamic is crucial for fostering a workforce that is more inclusive and engaged.

The primary objective of this study is to investigate the correlation between inclusive leadership and work engagement, with a particular focus on examining the moderating role of psychological diversity. By addressing this research question, the study aims to enhance our understanding of the factors that contribute to work engagement and foster a workplace culture that is more inclusive. The findings of this study can provide valuable insights for organizations seeking to promote work engagement and create an inclusive environment.

C. Research Questions

Question1: How does leadership affect work engagement?

Question2: Can psychological diversity be significantly improved by inclusive leadership?

Question3: Is there a discernible connection between psychological diversity and increased job engagement?

Question4: How does psychological diversity mediate the relationship between inclusive leadership and work engagement?

D. Importance of the Study

According to current academic trends, it is crucial to conduct research on how inclusive leadership affects employee engagement at work and how psychological diversity plays a part. Cesario and Chambel (2017) assert that work engagement is a crucial factor in determining an organization's success because it is associated with higher productivity, job satisfaction, and staff retention. Therefore, for companies looking to foster a healthy work environment and improve their overall performance, having a thorough grasp of the aspects that lead to work engagement is crucial (Bin & Shmailan, 2015).

Moreover, scholarly research, such as the work by Carmeli et al. (2010), has identified inclusive leadership as a significant determinant of work engagement. Inclusive leadership fosters an environment that values and includes all employees, potentially resulting in heightened levels of work engagement. Consequently, comprehending the influence of inclusive leadership on work engagement is crucial for organizations to develop effective leadership strategies that promote employee engagement and well-being (Choi et al., 2015).

Furthermore, psychological diversity serves as a mediator in the relationship between inclusive leadership and work engagement. Psychological diversity encompasses variances in individuals' personalities, values, and beliefs (Roberson et al., 2017). Gaining a deeper understanding of the role played by psychological diversity in the connection between inclusive leadership and work engagement can aid organizations in devising strategies to effectively manage diversity and foster a positive work environment (Lee et al., 2017).

In summary, this study holds significance as it offers insights into the factors that contribute to work engagement, as well as the roles of inclusive leadership and psychological diversity in facilitating employee engagement and well-being. The study's findings can assist organizations in developing effective leadership strategies and effectively managing diversity, thereby enhancing organizational performance and employee satisfaction.

E. Background of The Study

The promotion of employee engagement and safety at work has been linked to inclusive leadership. In addition to actively seeking out and incorporating varied opinions and ideas into decision-making processes, inclusive leaders foster a work environment that values and respects the variety of their employees. According to Carmeli and colleagues, inclusive leadership can enhance worker satisfaction, organizational performance, and employee engagement (Carmeli et al., 2019).

Psychological diversity is a significant facet of diversity that has attracted more attention recently. Psychological diversity is the term used to describe the variations in values, personalities, and thought patterns that exist among members of a group or organization. Depending on how it is handled and utilized, psychological diversity can have both favorable and unfavorable consequences for team and organizational outcomes (Kirkpatrick et al., 2004).

Although inclusive leadership and psychological diversity are both gaining popularity, relatively less study has looked at how these two concepts interact (Shore et al., 2011). Yet, some recent research has indicated that inclusive leadership may be especially effective at fostering job engagement among employees with a variety of psychological profiles (Randel et al., 2018).

For instance, inclusive leadership was found to be positively connected to job engagement among individuals with high levels of openness to experience, a personality trait linked to creativity and innovation, according to Carmeli and others (2019). Similarly, Eubanks and his colleagues discovered that inclusive leadership was positively associated with work engagement among individuals with varied cognitive styles, such as those that favor thinking more analytically or intuitively (2019).

Overall, our findings imply that inclusive leadership may be a crucial element in encouraging job engagement among workers with various psychological profiles. However, additional investigation is required to better comprehend the mechanisms underlying this link and to pinpoint precise tactics that inclusive leaders can apply to efficiently manage and capitalize on psychological diversity in the workplace.

II. LITERATURE REIVEW

A. The Concept of Leadership

The literature on leadership acknowledges that theories have evolved and undergone modifications over time, and none of them are entirely obsolete. The relevance of a leadership theory is determined by the specific context in which it is applied, as mentioned earlier. Leadership styles employed in positions that demand a considerable level of confidence, sensitivity, compassion, and technical expertise may differ from those utilized in straightforward management-focused roles, as there is no one-size-fits-all leadership approach for all situations (Dess & Picken, 2000).

From the early Greek philosophers like Plato and Socrates to the group of management and leadership experts whose books fill bookshops, the idea of leadership has drawn attention for hundreds of years. However, the necessity for great leadership has never been emphasized as much as it is right now. It has been suggested that in today's dynamic and globalized world, leadership plays a pivotal role in the success not only of individuals and organizations but also of sectors, regions, and countries as a whole (Bolden, 2004).

There are many different approaches to developing an idea of a person's leadership style. When researchers study leadership, they will find that similar words are used to conceptualize the subject, even in the most basic description of the term. One must consider how a person inspires others to begin understanding that person's leadership. For instance, when a person is gregarious and domineering, he/she could be in charge as a leader. Also, the idea of a leader is that they are the center of the group's transformation. The groups will be represented by the leader since he or she is at the core of collective change. Some people perceive leadership as a certain type of power relationship that leaders have over their followers to influence events.

Another idea is that followers have a bigger voice in leadership. It doesn't take a top-down strategy. Some think of leadership as a collection of unique qualities that one person possesses. These qualities allow a person to persuade others to carry out

particular duties. According to other theories of leadership, it is a behavior that leaders engage in to effect real change in a group. Furthermore, there is a perspective that views leadership as a transformative process that motivates followers to achieve their aspirations and accomplish specific objectives (Starit, 2016). Leadership is seen as a result of personal development, the ability to articulate a clear vision, building trust with colleagues, and taking effective action to actualize one's own leadership capabilities (Bannis, 2012).

1. The Concept of Inclusive Leadership

The concept of inclusive leadership initially emerged within Western educational settings, aiming to facilitate the inclusion of students with diverse skills and ethnic backgrounds in education (Fang et al., 2019). Nembhard and Edmondson (2006) define leader inclusivity as the verbal and behavioral actions of leaders that encourage and value input from their staff.

Hollander (2012) proposes that inclusive leadership seeks to establish a mutually beneficial partnership between leaders and subordinates. The researcher focuses on examining how subordinates perceive their role within this relationship and their understanding of effective leadership. The concept of inclusive leadership builds upon Hollander's earlier notions of leadership, as discussed by Carmeli et al. (2010), and emphasizes leaders' ability to exhibit traits such as openness, accessibility, and connection with their followers. Subsequent research on inclusive leadership has frequently employed this framework, as demonstrated by studies conducted by Choi et al. (2016). Within this framework, inclusive leaders demonstrate their capacity for independent thinking.

While emphasizing the basics to integrate toward shared goals and accomplishments, which is crucial to transformational leadership, inclusive leadership acknowledges team members' differences and fosters a sense of belonging for them (Randel et al., 2018). Inclusive leadership fosters an environment where every team member is encouraged to voice their ideas and opinions, facilitating discussions and the exchange of diverse perspectives. Moreover, inclusive leadership places emphasis on inspiring and appreciating individuality while also affirming each individual's sense of belonging. This sets it apart from other leadership philosophies such as transformational leadership and genuine leadership (Chrobot et al., 2014). By creating

these essential conditions, inclusive leadership enables teams to effectively manage the desires for individuality, a sense of belonging, and shared goals, thereby harnessing both the positive and negative impacts of team diversity.

Hollander (2012) highlights that inclusive leaders prioritize acknowledgment, respect, responsiveness, and accountability, which validate and appreciate the efforts of both leaders and followers. Inclusive leadership is essential to establish an environment where all employees are treated impartially, eliminating any discrimination between in-group and out-group members (Nishii, 2013). Furthermore, inclusive leaders aim to eliminate barriers between themselves and their followers, ensuring that every individual, regardless of their position, is acknowledged for their contributions. Lastly, inclusive leadership necessitates cooperation across subordinate roles, hierarchical levels, and demographic boundaries to collectively address shared challenges through a participatory decision-making process (Zhao et al., 2020).

Social information processing theory and social learning theory both contribute to the explanation of inclusive leadership's function in managing diversity (Bandura, 1997). The inclusive leadership style is characterized by an emphasis on being people-oriented, ethical, and fair. It also demands equitable treatment concerning the attitudes of subordinates and is convinced of the importance of organizational coherence (Liu & Qi, 2017). They would thereby promote employee engagement, empowerment, and participation. According to studies, commitment-based management is another name for employee engagement. Studies have demonstrated that commitment-based management, also known as employee participation and involvement, leads to enhanced performance and increased motivation compared to closely monitoring and controlling employee actions (Walton, 1985). In the field of management, Nembhard and Edmondson (2006) have advocated for inclusive leadership, which involves the verbal and behavioral actions of leaders to inspire their subordinates to work and actively participate. They also emphasize the role of vicarious learning in fostering an inclusive environment.

According to Fang et al. (2019), inclusive leaders integrate traits from both transactional and transformational leadership philosophies to exhibit a deep knowledge of the interpersonal dynamics between leaders and followers. Additionally, they promote honest leadership and develop a shared leadership approach. Carmeli et al. (2010) suggest that credible measures of inclusive leadership include successful

contact and engagement between leaders and employees. When interacting with staff members, inclusive leaders are approachable, effective, and honest. Hirak and his colleagues (2012) found that inclusive leadership significantly improved the psychological well-being of subordinates. Liu and Qi (2017) propose that inclusive leadership encompasses a philosophy that prioritizes people, encourages individuality and diversity, values interactions between leaders and employees, and demonstrates proficiency in actively listening to the ideas and contributions of subordinates. Inclusive leaders have the ability to focus on the emotions of their staff and influence their perception of situations, leading to subsequent changes in emotions. Specifically, they can play a mentoring role in managing the emotions of subordinates, particularly negative emotions, with the aim of facilitating desired performance outcomes. Therefore, it seems that an inclusive leader has a wide range of responsibilities when it comes to handling employees' emotions.

Inclusive leaders proactively seek and consider diverse perspectives to enhance their decision-making and collaboration skills. They actively pursue new knowledge and remain aware of their own biases. Contemporary leaders prioritize leveraging diversity and promoting inclusivity within their organizations. The advantages of a diverse and inclusive culture can be harnessed by both individuals and groups, necessitating leaders to foster conditions that encourage open communication, embrace flexibility in defining acceptable behavior, demonstrate a strong commitment to personal growth, and create an inclusive environment (Wasserman et al., 2022). According to Carmeli et al. (2010), an inclusive leader fosters an environment where people feel psychologically at ease sharing creative ideas by being friendly, open, and accessible to their staff. Employees are more likely to engage in conversations about a range of issues and concerns when leaders are approachable and accessible (Shore et al., 2011). Open lines of communication are maintained to enable input, and inclusive leaders show readiness, willingness, and attentiveness to meet the interests, expectations, and emotions of their team members. They also actively promote and support their team members.

2. Previous Studies on Inclusive Leadership and Work Engagement

The primary goal of businesses is to increase their income, and one of the fundamental characteristics recognized as influencing a company's ability to increase profits is inclusive leadership. Economists have extensively researched the

relationship between inclusive leadership and employee engagement, approaching the subject from various perspectives. The present collection of research provides adequate evidence to support the link between inclusive leadership and employee engagement. The studies pertaining to this correlation are listed below.

Jin and his colleagues (2023) conducted a survey-based analysis to investigate how inclusive leadership promotes innovative work behavior. They examined the collected data using statistical techniques such as SPSS and Mplus's structural equation modeling. The study's findings provided empirical evidence of a link between inclusive leadership and the adoption of creative activities in the workplace. This study contributes to the current body of knowledge on inclusive leadership, with a specific emphasis on its applicability in the Chinese cultural setting. Inclusive leadership strategies are strategically employed to foster interpersonal relationships and enhance the team's collective social resources. These strategies include supporting individuals as essential team members, ensuring fairness and equity, and involving employees in decision-making processes. Additionally, inclusive leaders place a strong emphasis on encouraging diverse contributions and fostering full team participation, which helps individuals feel good about themselves and satisfies their desire for competence. This approach encourages team members to actively seek out challenging tasks and structural resources, ultimately creating an environment conducive to innovation and creativity.

Kalpina and her colleague (2023) conducted to investigate the relationship between inclusive leadership and employee job performance in the hotel business. They included psychological empowerment and trust in leaders as intermediary components in their research paradigm. The findings revealed a positive relationship between inclusive leadership and subordinate job performance. This link was found to be mediated by psychological empowerment, demonstrating that inclusive leadership fosters employee empowerment, which leads to improved work performance. Furthermore, trust in leaders strengthened the direct association between inclusive leadership and job performance, as well as psychological empowerment. These findings highlight the importance of hospitality managers adopting an inclusive leadership strategy, as it successfully empowers staff to carry out their jobs more efficiently, thus improving the sector's overall performance.

Wahab and a group of academics (2021) conducted a study on the interactions between inclusive leadership, employee engagement, and the mediating function of psychological empowerment. They formulated three hypotheses, tested them using quantitative techniques and structural equation modeling, and explored the relationships between the variables using the Smart PLS software. Data was collected from staff members working for various organizations in Afghanistan through an online data collection tool. The findings of the study highlight the significant influence that inclusive leadership has on employee engagement. The findings also suggest that psychological empowerment plays a mediating role in the connection between inclusive leadership and employee engagement.

Huiqian Li and Cheng Zhou (2022) conducted a study on the effects of inclusive leadership on the level of job satisfaction of young university employees in China. They used the analytical tool of structural equation modeling (SEM) to analyze the data. The study's conclusions showed that maintaining a good work-family balance benefits leaders as it improves employee job satisfaction. Additionally, the study revealed a positive relationship between inclusive leadership and job happiness. Furthermore, it was found that psychological capital moderated the indirect impact of inclusive leadership on job satisfaction by positively strengthening it.

Aslan and a group of academics (2021) investigated the impact of inclusive leadership on employee engagement in a study. Their study utilized a specific research paradigm and relied on SPSS and AMOS software for the analysis of employee survey data. With a focus on understanding the mediating role of psychological safety in the relationship between inclusive leadership and work engagement, the study aimed to examine the potential effects of inclusive leadership on work engagement in the workplace. The theoretical frameworks of social exchange theory and social interaction theory served as the foundation for the study. It became evident that in this context, employees highly value psychological safety as a means to control and prevent negative emotions. According to the study's findings, psychological safety mediates the relationship between inclusive leadership and job engagement, with inclusive leadership being a significant predictor of work engagement. In conclusion, the study found that inclusive leadership significantly and positively influences workplace engagement, indicating its effectiveness in increasing employee levels of

work engagement. These results align with previous studies that have explored the relationship between inclusive leadership and work engagement.

Marri and colleagues (2021) examined the effect of inclusive leadership on project success and the mediating roles of psychological safety and job purpose in a study conducted from 1999 to 2021. Using structural equation modeling (SEM), the researchers collected data from volunteers employed by various Pakistani construction companies. The study's conclusions revealed a link between inclusive leadership and project success, with both psychological safety and work significance influencing this relationship. These findings contribute significantly to our understanding of the various ways in which inclusive leadership impacts project success. Notably, there is a notable gap in the literature as previous research has primarily focused on alternative top-down leadership philosophies, such as transformational and transactional leadership. This study addresses this gap by empirically examining the relationship between inclusive leadership and project success. In conclusion, the findings suggest that inclusion should be a fundamental quality of leadership in project-based companies, as it is crucial for successful project execution. The study further emphasizes the significance of job meaning as a tool project manager can utilize to effectively achieve project goals.

Mansoor and their research team (2022) employed a sampling and data gathering methodology to explore the promotion of innovative behavior by inclusive leaders and engaged employees from 2020 to 2022. Their research developed a model to investigate the relationships between inclusive leadership (IL), innovative work behavior (IWB), and employee engagement (EE), with EE serving as an intermediary component. It is noteworthy that previous studies have already established a relationship between IL and IWB. The study found a connection between IL and IWB and provided empirical support for the notion that EE acts as a mediator in this relationship. This study's significance lies in its ability to shed light on how IL influences subordinates, motivating them to engage in positive behaviors such as IWB. The positive relationship between IL and employees' IWB underscores the critical importance of fostering an inclusive organizational culture to inspire innovation. Inclusive leaders achieve this by involving their team members in decision-making processes and keeping them informed about the organization's goals. As a result, employees have fewer concerns about potential negative outcomes and are more

inclined to generate new ideas. IL also enhances confidence, enabling individuals to freely express their innovative thoughts.

Bao (2021) used a moderated mediation model to conduct research on the interaction between inclusive leadership and work engagement. This inquiry used linear regression analysis and Hayes' data processing technique. The findings of the study highlight the positive influence of inclusive leadership on employee work engagement, primarily achieved by fostering an appropriate alignment between the individual and their job position, known as person-job fit. Furthermore, employees' sense of responsibility influences both the direct relationship between inclusive leadership and person-job fit, as well as the indirect association between inclusive leadership and work engagement, which is mediated by person-job fit. This study adds to our understanding of inclusive leadership by emphasizing the significant and beneficial role that perceived person-job fit plays in enhancing employee work engagement. However, it's crucial to remember that these advantages depend on individuals appreciating both themselves and their work.

The dynamics of inclusive leadership, psychological empowerment, and affective organizational commitment were also studied by Buskik and their colleagues (2020) through a study that used participant assessments. In particular, they examined how emotional organizational commitment and inclusive leadership interact, with psychological empowerment serving as a bridge. The study proposed that inclusive leadership would have a favorable impact on affective organizational commitment, both directly and indirectly through psychological empowerment. The results of an online poll given to workers supported this idea with empirical data, showing a strong correlation between affective organizational commitment and inclusive leadership. The findings also demonstrated that the relationship between affective organizational commitment and inclusive leadership was partially mediated by psychological empowerment, particularly through its meaning- and impact-related dimensions. The strong relationship between inclusive leadership and affective organizational commitment further supported the original theory. Similar findings from other studies have highlighted the importance of managers in fostering an inclusive and supportive workplace culture for their staff, emphasizing the beneficial relationship between inclusive leadership and emotional organizational commitment. From the standpoint of social exchange, this phenomenon can be explained by the hypothesis that workers

feel obligated to stay with the company due to the mutually advantageous connection fostered by inclusive leaders. Therefore, when staff members view their managers as welcoming and encouraging, they are more likely to exhibit positive affective organizational commitment toward both their managers and the company as a whole.

Zhu and his team of researchers (2020) also investigated how inclusive leadership affects Chinese employees' participation in challenge-oriented organizational citizenship behavior. They used correlation analysis and descriptive statistics as their study techniques. The study's findings made it clear that inclusive leadership is crucial for encouraging employees to engage in challenge-oriented corporate citizenship behavior. The study also found that the association between inclusive leadership and challenge-oriented organizational citizenship behavior was partially mediated by work engagement. It's interesting to note that the study also found a relationship between the level of organizational innovation and the influence of inclusive leadership on employees' participation in challenge-oriented corporate citizenship behavior. This study advances our knowledge of the factors that influence challenge-oriented corporate citizenship behavior and offers leaders practical advice on how to foster this behavior in their workforce.

Furthermore, Emmanuel (2020) conducted a quantitative study to evaluate the effect of inclusive leadership on creative work practices. This empirical study highlighted the important role that inclusive leadership plays in predicting employee engagement. Essentially, it showed that when leaders adopt inclusive practices, it leads to increased engagement among staff members who positively respond to leaders who demonstrate decisiveness and take initiative. This finding is consistent with earlier studies that have found a link between specific leadership philosophies and the attitudes and actions of employees. These philosophies include servant, transformational, and authentic leadership, all of which have shown to have a significant impact on employee engagement. Although the focus of this study is on the distinctive features of inclusive leadership, it also emphasizes the critical importance of clear and effective communication between team members and leaders. It underscores the need to examine leadership from the perspective of the people it is meant to guide. Furthermore, this research supports the idea that situational factors are crucial in encouraging workers to engage in innovative work behavior. It exemplifies how inclusive leadership functions as a beneficial contextual feature that supports and

motivates staff to actively participate in innovative work behaviors and creative problem-solving. This study aligns with earlier research on various leadership philosophies, such as transformational leadership and innovative work behavior (IWB). It also sheds further light on the specific leadership techniques that encourage individuals to fully engage in the exercise of original problem-solving.

Priyadarshini and Rajappan (2020) conducted a study on the effect of inclusive leadership on workplace engagement, with a focus on the importance of person-job fit. They used Warps for data analysis. The findings of the study demonstrated a positive relationship between inclusive leadership and employee engagement. The research also highlighted the moderating role of person-job fit and work engagement in the relationship between inclusive leadership and workplace engagement. The study showed that when supervisors demonstrate inclusive leadership characteristics, it fosters a culture of cooperation and support among subordinates. This, in turn, makes employees feel valued and part of the team while recognizing the importance of their own contributions. The study suggests that inclusive leadership is a promising leadership style in healthcare companies, as it improves employee behavior, promotes positive interpersonal connections, and ultimately leads to better patient care and a more productive workplace.

Hadi (2020) conducted research on the effects of inclusive leadership behavior on generating innovative workplace behavior, with a particular focus on the mediating role of work engagement. The research used participant involvement, procedural approaches, model measurement analysis, and descriptive and statistical correlation techniques. The study aimed to investigate how inclusive leadership influences employee engagement and their propensity for innovative work behavior (IWB). Questionnaires were distributed to employees of mobile phone businesses in southern and central Iraq. The study provided compelling evidence of a significant relationship between inclusive leadership, work engagement, and IWB. Work engagement was found to mediate the relationship between inclusive leadership and IWB. The findings also indicated that characteristics associated with inclusive leadership, such as approachability, openness, and accessibility, have a positive impact on motivating employees to engage in IWB.

Huyen and his colleagues (2019) conducted a study to examine the impact of inclusive leadership on work performance, considering various mediating factors. Survey data from personnel in the interior design and construction sectors in China was analyzed using a structural equation model. The findings demonstrated that inclusive leadership has a positive impact on employee well-being, person-job fit, and innovative behavior. However, employee well-being and person-job fit did not have a direct and significant influence on job performance. Notably, the study found that innovative behavior mediated the relationship between person-job fit and job performance. Additionally, mutual respect and intrinsic motivation acted as mediators in the relationship between employee well-being and job performance. The study expanded our theoretical and empirical understanding of the effects of leader-member exchange on productivity. The findings supported the idea that inclusive leadership serves as a powerful catalyst for strengthening these traits. Interestingly, the study also found that employee satisfaction and person-job fit did not directly affect job performance. The study emphasized the moderating role of respect and acknowledgment in this context.

Zhuo Sun (2019) conducted research on the impact of inclusive leadership on employee innovation within a Chinese technology company. The study used a linear regression model for data analysis. The research provided strong evidence that inclusive leadership significantly supports and fosters employee innovation. It also highlighted the important role played by empowerment, psychological safety, and organizational citizenship behavior as mediators in this relationship.

Rodreguiz (2004 - 2018) conducted a study to investigate the relationship between inclusive leadership and employee engagement, with a focus on the moderating role of the psychological diversity environment. Regression analysis and Andrew Hayes' PROCESS tool in SPSS were used to examine the moderation effect. The study explored the correlation between inclusive leadership and employee engagement, as well as the impact of the psychological diversity environment on this relationship. The results showed a strong and positive relationship between inclusive leadership and employee engagement. This suggests that inclusive leaders can play a crucial role in addressing issues in various organizational contexts, promoting collaboration, and embracing diverse perspectives. The findings of this study are relevant for identifying effective behaviors associated with inclusive leadership. It

emphasizes the importance of leaders being approachable, open, and accessible to their organizations, management teams, and working groups. This can have a significant impact on employee morale and productivity, particularly for individuals with diverse physical and mental characteristics.

Moreover, Rodreguiz (2018) conducted a research study on the relationship between inclusive leadership and employee job engagement, with a particular emphasis on the moderating role of the psychological diversity environment. To study this moderating impact, the researcher used regression analysis and Andrew Hayes' PROCESS tool within SPSS. This study focused on two interconnected topics: first, it investigated the relationship between inclusive leadership and employee engagement, and second, it investigated how the psychological diversity environment impacts this relationship. The correlation analysis revealed a strong and positive relationship between inclusive leadership and employee engagement. This shows that inclusive leaders can play a critical role in addressing difficulties within different organizational contexts by fostering collaboration and welcoming a varied range of thinking types. This study's findings are important for identifying effective methods associated with inclusive leadership. It emphasizes the significance of leaders exhibiting qualities like transparency, approach ability, and accessibility to their companies, management teams, and work groups. This, in turn, can have a significant impact on employee engagement and overall performance, particularly for employees who provide a variety of viewpoints that include both physical and cognitive aspects.

Yo (2018) conducted a study to examine the impact of inclusive leadership on employee engagement. The study used descriptive statistical analysis and sampling as the research methodology. The empirical study concluded that inclusive leadership is a reliable predictor of employee engagement. In other words, when leaders adopt inclusive approaches, it leads to higher levels of employee engagement. People react positively to leaders who demonstrate resolve. This finding aligns with previous studies that have shown a relationship between leadership styles, employee attitudes, and behavior. While this study focuses specifically on inclusive leadership, it emphasizes the importance of promoting efficient two-way communication between managers and staff. It highlights the need to consider how leadership affects employee engagement from the employee's perspective.

Bing and a group of researchers (2017) conducted a study in China using a descriptive technique to investigate the effects of inclusive leadership on employee voice behavior and team performance. The findings of the study showed a positive correlation between inclusive leadership and employee voice behavior at the individual level, as well as team success at the organizational level. The study also found relationships between inclusive leadership and team performance, as well as between inclusive leadership and individual-level employee voice behavior. Both relationships were mediated by the presence of a caring ethical environment. This study provides insightful information on the mechanisms underlying the positive effects of inclusive leadership in fostering a morally upright environment characterized by empathy. It encourages employee voice behavior and enhances team performance across various organizational levels.

Choi and a group of researchers (2016) conducted a study to examine the effect of inclusive leadership on employee happiness, with a focus on the mediating role of job fit in the context of Vietnam. The study employed a comprehensive methodology that included procedures and respondents. It explored the relationship between inclusive leadership and two significant factors: employee happiness and creative thinking. The main objective was to understand the potential mediating role that a person's skill set and job duties might play in these connections. The study used a questionnaire survey to examine these trends among employees of five Vietnamese telecommunications businesses.

Similarly, Choi and their research team (2016) conducted a study specifically emphasizing how job fit functions as a mediator in Vietnam. The study focused on the relationship between inclusive leadership and employee happiness, employing both procedures and respondents. The researchers examined the impact of inclusive leadership on worker satisfaction and innovative thinking. The study aimed to understand how these linkages can be influenced by the alignment between a person's talents and job duties. A questionnaire survey was administered to a sample of employees from five Vietnamese telecommunications businesses to assess these effects. The results showed a positive relationship between inclusive leadership, employee happiness, and innovative behavior, with the mediating effect of person-job fit becoming evident. The study aimed to understand the processes that explain how inclusive leadership influences worker satisfaction and promotes innovative behavior.

The findings demonstrated that inclusive leadership, characterized by traits like openness, accessibility, and availability, enhances employees' perception of how well their skills match their job requirements. This perception, in turn, promotes inventive behavior and has a positive effect on employee well-being. This study contributes to the empirical evidence by highlighting the significance of supportive leadership in fostering innovation and increasing employee satisfaction.

Furthermore, Park and a group of researchers (2015) in Vietnam conducted a study using participant surveys to explore the impact of inclusive leadership on work engagement. The research revealed a positive and significant correlation between inclusive leadership and employee work engagement. Employee creativity and emotional organizational commitment, both serving as mediators in this relationship, had a significant impact on the association. The findings highlight the importance of fostering workplace engagement among employees through the application of inclusive leadership. Doing so may have positive effects on organizational performance. The researchers also emphasized the need for further research on the role of workplace engagement as a bridge between inclusive leadership and overall organizational success. In this context, "inclusive leadership" refers to leaders who communicate with their followers in an open, approachable, and readily available manner. Hollander (2013) describes inclusive leadership as a relational leadership style that emphasizes leaders' awareness of their followers' needs, accessibility, and support. In essence, inclusive leaders demonstrate a willingness and ability to support others by actively promoting and supporting their subordinates, keeping lines of communication open to receive input, and considering the interests, expectations, and emotions of their followers.

B. The Concept of Work Engagement

The concept of "engagement" can refer to a variety of things, such as involvement, commitment, passion, excitement, absorption, and energy. According to Merriam-Webster, it can also refer to being in a state of alignment or emotional dedication. However, when it comes to the concept of work participation, there is no universal agreement among practitioners or scholars (Schaufeli et al., 2010). Over the last two decades, there has been a significant growth in study on the topic of job engagement. Work engagement is defined as a positive emotional and motivational

state marked by increased energy, devotion, and a laser-like focus on the task at hand (Schaufeli et al., 2010).

Employee engagement is extremely desirable for modern firms since it is linked to a variety of positive outcomes, including innovation, organizational citizenship behavior, task performance, and client pleasure (Baker & Demerouti, 2014). According to Schaufeli and colleagues (2002), work engagement is a state of contentment and passion marked by vitality, dedication, and absorption. Individuals that are engaged are fully invested in their task, displaying high levels of energy, excitement, and motivation. Previous research has generally used a between-person method to investigate differences in job engagement among persons based on work environment, personal traits, and behavioral tactics (Baker & Demerouti, 2014).

1. Engagement in Academia

According to Kahn (1990), work engagement involves individuals connecting their identities with their work roles and expressing themselves physically, cognitively, emotionally, and mentally through their job performance. Motivated employees put in significant effort because they personally relate to their work. There is an interactive relationship between employees who invest their personal resources into their work and jobs that allow them the freedom to express themselves. Engagement is distinct from the feeling of "being present," which refers to being attentive, engaged, integrated, and focused in role performance. In other words, behavior driven by work involvement reflects a state of psychological presence. Engagement is believed to bring benefits to both individuals and organizations, including personal growth, advancement, and improved performance. Rothbard (2001) drew inspiration from Kahn's (1992) work to define engagement as a motivational construct with two dimensions: attention (which includes cognitive availability and time spent thinking about a role) and absorption (representing the intensity of focus on a role).

Several scholars agree with Maslach et al. (2001) that work engagement is the opposite of burnout. Engaged employees have a strong connection to their work and view it as challenging rather than stressful and exhausting, in contrast to individuals who experience burnout. Work involvement is seen as a beneficial condition of fulfillment and well-being. Maslach and colleagues (1997) identified three aspects of

burnout that are the exact opposites of engagement: energy becomes vitality, involvement becomes dedication, and efficacy becomes effectiveness. Therefore, the pattern of scores in the Maslach Burnout Inventory does not apply to the measurement of engagement; instead, it involves low scores on fatigue and cynicism and high scores on professional efficacy.

From a different perspective, work engagement and burnout are considered as separate concepts that do not intersect. Schaufeli et al. (2002) specifically describe "work engagement" as a rewarding mental state consisting of three essential components: vitality, devotion, and absorption. Engagement leads to a profound sense of satisfaction, contrasting the emptiness associated with burnout. Engagement is not just a momentary emotional experience but a pervasive and all-encompassing affective-cognitive state. Vigor represents high levels of energy, mental resilience, willingness to exert effort, and a tenacious attitude when facing difficulties. Dedication is characterized by complete immersion in work, accompanied by feelings of challenge, pride, inspiration, and significance. On the other hand, absorption refers to a state of total focus and contentment where time passes quickly and it is difficult to detach from work. The main indicators of burnout—fatigue and cynicism—are viewed as the polar opposites of vigor and commitment (Schaufeli & Taris, 2005).

Gonzalez-Roma et al. (2006) categorize the elements of work engagement into two categories: "energy" (ranging from vigor to fatigue) and "identification" (ranging from commitment to skepticism). Burnout is characterized by low energy levels and a weak connection to work, while work engagement is characterized by high energy levels and a strong sense of identity with one's work. In-depth interviews also revealed another element contributing to work engagement: absorption (Schaufeli et al., 2010).

2. What is Work Engagement?

Work engagement, which refers to a sense of fulfillment and motivation at work, is the constructive opposite of job burnout (Schaufeli et al., 2010). Employees in engaged workplaces tend to be highly motivated and actively involved. Most academics agree that engagement has both an energy and identity-related component. Therefore, having a strong sense of vitality and a deep connection to one's work are crucial elements of engagement. To accurately assess work engagement, a consistent measurement methodology should prioritize how individuals perceive their work

activities. Recent research by Macey and Schneider (2008) suggests that there are various interpretations of engagement. To address this conceptual complexity, some academics have used the term "employee engagement" to refer to different forms of engagement, including trait engagement, state engagement, and behavioral engagement. Each of these forms has separate conceptualizations such as proactive personality (trait engagement), involvement (state engagement), and organizational citizenship behavior (behavioral engagement). This study argues for the use of "engagement" as a distinct and well-defined psychological state that can be objectively evaluated and applied in practical, real-world contexts.

Work engagement is rooted in motivation, where employees feel a strong drive to work towards challenging goals and desire success. It goes beyond simply addressing immediate crises and encompasses a commitment to achieving objectives that each employee willingly accepts. Work engagement also reflects the enthusiasm that individuals bring to their jobs. Engaged employees not only possess energy but actively and enthusiastically channel that energy into their work. They do not hold back or reserve their efforts for more critical tasks, recognizing that the work at hand deserves their full dedication. Additionally, work engagement involves a high level of job involvement. Engaged workers' pay close attention to their tasks, considering critical aspects and delving deeply into complex challenges. They become fully immersed in their work, reaching a state of flow where they lose track of time and are less easily disturbed by interruptions (Leiter & Bakker, 2010).

The role of management is critical in shaping employee engagement. Employee engagement can be strongly influenced by how management responds to organizational policies, procedures, and structures. When employees work in a secure and supportive work environment, they are more likely to demonstrate higher levels of engagement. This environment thrives when company values are clearly aligned and harmoniously integrated with individual values, ultimately enhancing work engagement. On one hand, organizations promote their values to foster employee loyalty. On the other hand, they are open to embracing the values that employees bring to their work. They demonstrate flexibility in handling complex situations and take a responsive approach to human resource management, recognizing and appreciating the unique contributions of each employee (Leiter & Bakker, 2010).

According to conventional definitions, work engagement is indicated by a cheerful, enthusiastic, and engaged attitude at work. According to the theory of augmentation and construction, positive influences can enhance behavior, cognition, and attention, increasing the available resources for work. Therefore, a set of criteria that includes employee initiative, commitment to their work, and ways to express their moral, intellectual, and physical selves through work performance can be described as work engagement. Engaged individuals are physically and emotionally connected to their work, exhibiting full commitment to their tasks (Okolo & Ahmad, 2018). Researchers such as Schaufeli and others (2002) have linked a proactive and positive outlook to a motivated and engaged workforce.

Kahn (1990) describes engagement as the process by which individuals invest themselves physically, psychologically, and emotionally in their professional roles. In this study, work engagement is portrayed as a positive and fulfilling mental state associated with work. It is characterized by three dimensions: vigor, dedication, and absorption. Vigor represents high energy levels, mental resilience, and a willingness to exert effort in one's work. It also involves the determination to persevere in the face of challenges. Dedication entails a sense of significance and value in one's work. Absorption refers to deep immersion and intense focus on one's tasks (Schaufeli, 2002).

Inclusive leadership has a positive association with workplace engagement for several reasons. Firstly, supportive leaders play a crucial role in assisting their employees. Transparent, approachable, and available leaders continually support their subordinates in achieving their goals and fulfilling their expectations and aspirations (Choi et al., 2015). Additionally, they provide emotional support, which fosters trust in their interactions with employees. By listening to their employees' perspectives and valuing their contributions, inclusive leaders earn the respect and loyalty of their workforce (Gupta et al., 2022). Moreover, the perception of a supportive environment created through collaboration with inclusive leaders, in contrast to other leadership styles, promotes followers' growth and enhances their ability to take on responsibility and adapt to challenges. Followers feel empowered to provide job-related information and voice their authentic opinions when led by inclusive leaders (Choi et al., 2016). Additionally, inclusive leaders go the extra mile to support their employees in their work endeavors and inspire them to achieve their goals (Banny et al., 2020). These

encouraging behaviors by inclusive leaders havea direct impact on work engagement by fostering a positive work environment, enhancing employee motivation, and promoting a sense of belonging and value.

In conclusion, work engagement refers to a state of high motivation, fulfillment, and active involvement in one's work. Engaged employees are enthusiastic, dedicated, and absorbed in their tasks. It is influenced by individual characteristics, job design, organizational culture, and leadership. Inclusive leadership, characterized by support, transparency, and collaboration, has been found to have a positive association with work engagement. By fostering a supportive and empowering environment, inclusive leaders contribute to the well-being and motivation of their employees, ultimately enhancing work engagement in the organization.

C. Psychological Diversity

1. The Concept of Diversity

Diversity refers to the presence of differences among individuals or social groups. It is a fundamental characteristic of all forms of life, and humans are no exception. Therefore, it is crucial to study psychological diversity in the field of psychology. Understanding what is common and what is distinct is essential in comprehending human behavior and its underlying factors.

Recent research on cerebral plasticity emphasizes the importance of both consistency and variability in the functioning of the human brain. While the presence of consistent components aids in understanding brain function, change and variability also play significant roles. Similarly, studying the evolutionary development of humans requires knowledge of both constants and present diversity, as they are interconnected aspects of the data being evaluated (Lopez, 2009).

Fortunately, the outdated approach of attributing individual differences in human behavior to random measurement errors, or "variance error," has been replaced. There is now a growing interest in studying diversity, as evident from the increasing volume of research and scholarly works on the subject. This shift is driven by changes in labor market demographics and organizational structures, leading to work teams with diverse personal traits such as gender, race, ethnicity, country of origin, areas of expertise, and organizational affiliations (Jackson et al., 1995).

In summary, diversity encompasses the variations and distinctions among individuals or social groups. It is essential to recognize and study this diversity in order to gain a comprehensive understanding of human behavior. Both consistency and variability are important aspects to consider in fields such as cerebral plasticity and evolutionary development. The outdated notion of attributing differences to measurement errors has been replaced by a growing interest in studying diversity, especially in the context of work teams and their composition.

Gender: It is expected that in the coming years, the workforce will achieve a near-gender balance as more women join the workforce. This development will lead to a rise in the proportion of women in the workforce, reaching its maximum level.

The cultural makeup of the workforce is also experiencing changes due to factors such as immigration, changing childbearing rates, and increased visibility of niche subcultures through new media. According to the U.S. Department of Labor, the cultural diversity of the labor force was predicted to expand rapidly by the end of the 1980s. Packer and his colleagues cited in (Whitney et al., 1995) projected that only 58 percent of new workers would be white native-born Americans, the "majority" population. Immigrants were expected to make up approximately 42 percent of the remaining population, with 22 percent being immigrants. The remaining portion would be roughly evenly divided between African Americans and Hispanic Americans.

Age Diversity: Due to lower birth rates in industrialized nations, the workforce is aging, which has the effect of widening the age distribution of the workforce. Teams are becoming more diverse due to the emergence of new organizational structures as well as shifting workforce demographics.

The Globalization of the Business Economy: It can be expected that the presence of international affiliations will eventually lead to the creation of teams comprising individuals from diverse cultural backgrounds. These teams, including management, design, operations, and marketing teams, are likely to engage in decision-making processes.

Interdepartmental and Inter-Organizational Alliances: Many companies are adopting team-based approaches to drive their business strategies, focusing on quality, innovation, and agility, in response to the increasingly competitive domestic and global landscape. For example, research and development (R&D) teams are being

formed, bringing together specialists from various knowledge domains, with the aim of leveraging their collective expertise to enhance innovation and foster creative thinking (Bison et al., 2019).

2. What is Psychological Diversity?

For a considerable time, workplace diversity has been a prominent subject of study. However, notable global events and social shifts in the past decade have emphasized the need to further advance our understanding of this critical subject (Fletcher & Beauregard, 2022). The urgency for research in this area is further accentuated by the increasing and persistent inequality observed worldwide (Wilkinson & Pickett, 2017). Psychological studies on workplace diversity have significantly enhanced our understanding of how individuals and groups interact in organizational settings (Guillaume et al., 2013).

Different perspectives on diversity can be categorized into three main approaches. The first perspective, known as the moral-ethical approach or the fairness and discrimination viewpoint, focuses on addressing social imbalances within businesses (Ely & Thomas, 2001).

The second perspective is the organizational and economic approach, which aims to understand how diversity impacts workplace outcomes (Milliken & Martins, 1996). Expanding on this approach, the access-and-legitimacy perspective (Ely & Thomas, 2001) recognizes that organizations operate within culturally diverse markets and constituencies. Consequently, aligning the cultural diversity of the workforce becomes a means to access and gain legitimacy in these markets, providing an economic justification for promoting diversity.

Lastly, the virtue ethics perspective proposed by Milliken and Martins (1996) focuses on the intrinsic aspects of diversity and highlights the importance of emotions such as forgiveness and kindness in mitigating biases, preventing rigid social categorization, and resolving conflicts that may arise in managing a diverse workforce. This perspective emphasizes the need to go beyond the business case for diversity. Additionally, the value ethics approach encompasses fostering respect for interpersonal relationships, embracing individual uniqueness, and recognizing the spectrum of emotions within the workplace (Wallace et al., 2014).

A study conducted by Helena and Jeronimo (2022) examined how inclusion enhances the impact of diversity initiatives on employee engagement. The study took place in a renowned Portuguese telecoms company and found that inclusivity strengthens the influence of diversity efforts on employee engagement. In other words, perceptions of inclusion act as a mediating factor between employee perceptions of diversity practices and their levels of engagement. To demonstrate their commitment to fostering an inclusive workplace, organizations should develop and implement diversity and inclusion (D&I) policies that are evident in their communication systems, decision-making processes, and everyday behaviors. When employees perceive their organization as having an inclusive culture, their engagement is more likely to increase (Ariani, 2014). This requires consistent application of D&I policies and the cultivation of an inclusive organizational culture that acknowledges potential differences. Moreover, inclusive leaders play a crucial role in inspiring and developing a genuinely diverse workforce and shaping employees' perception of their own inclusion.

Effective leaders go beyond merely implementing D&I policies, rules, and protocols and play a pivotal role in fostering a genuinely inclusive culture within their organizations (Barak, 2015). By embodying qualities such as openness, accessibility, and availability, leaders demonstrate the positive impact of diversity on various aspects, including performance, employee engagement, job satisfaction, and perceived organizational support. According to Blom et al. (2015), this leadership style significantly influences how employees perceive inclusiveness, ultimately boosting employee engagement.

In a quantitative research study conducted by Alshaabani et al. (2021) the researchers examined how job uncertainty and organizational trust influence employee engagement in diversity management. The findings revealed a positive and significant association between diversity management and employee engagement, which was strongly moderated by organizational trust and job insecurity. Managing diversity in the workplace has become an increasingly important concern, and it is widely suggested from a business perspective that organizations should consider it when developing their corporate culture. The study effectively validates the significant impact of diversity management on employee engagement, motivation, and satisfaction. As diversity management ensures justice, respect, and appreciation, the

study also suggests that organizational trust can be considered a mediating variable between diversity management and employee engagement.

In a qualitative research study conducted by Lyndon et al. (2020) in India, the role of inclusive leadership and the concept of negative emotional reactivity in the context of workplace emotional diversity were explored. The findings of this study indicate that inclusion represents a fundamental mindset shift within an organization, enabling it to effectively manage the diverse traits brought by new members. On the other hand, diversity can be achieved by recruiting individuals with a variety of traits, known as surface-level diversity.

Emotional diversity encompasses a broad spectrum of both positive and negative emotions, as well as complex combinations of emotions. Alongside inclusive leadership as an inclusion strategy, the research focused on a specific aspect of negative emotional reactivity. The results indicated that supervisors encountered emotionally reactive employees with negative tendencies. Managers reported that adopting an inclusive leadership style, tailored to individual cases, contributed to workplace productivity. They were able to identify and describe employees exhibiting emotional reactivity. Observations revealed that providing personalized feedback and coaching helped improve effectiveness. Strategies such as delegation also energized the employees and boosted their confidence, enhancing their perception of potential leadership responsibilities. The study also highlighted the effectiveness of freedom to experiment and empowerment as support mechanisms. Due to the commitment displayed by emotionally unstable, negative personnel, leaders were willing to collaborate with them to enhance their emotional intelligence, which further underscores the business rationale for managing emotional diversity.

Furthermore, Jayavardana and Pryashantha (2019) conducted a quantitative study to examine the impact of workforce diversity on employee performance. Focusing on the garment sector in Sri Lanka, the study investigated the effects of work experience, work attitudes, educational backgrounds, and religion on employee performance. Regression analysis yielded important and encouraging results, suggesting that workforce diversity positively influenced employee performance. Specifically, the study identified a positive association between age diversity and worker performance, indicating that greater age variety was linked to improved

performance. The investigation also revealed a strong and favorable relationship between educational background diversity and worker performance.

In another study by Raina & Narayanan (2018), a primary research approach was employed to investigate the long-term impact of workforce diversity on employee engagement from 1997 to 2017. The study focused on articles that examined various aspects of diversity and their effects on employee engagement, critically reviewing the popular belief that there are disparities in participation levels between generations. Employee engagement and workforce diversity are critical elements for achieving organizational goals. The review examined previous research to determine the effects of diversity dimensions on employee engagement and whether levels of engagement varied across these dimensions. Age, generational differences, and temporal changes were found to have a significant correlation with engagement, whereas gender and other factors showed no meaningful influence, although they were less frequently studied.

Rodreguiz (2018) conducted a study on inclusive leadership and employee engagement, with a particular focus on the moderating impact of the psychological diversity environment (PDC). Using participant research methodology, the study aimed to determine whether the presence of PDC influenced the relationship between inclusive leadership (IL) and employee engagement (EE). Inclusive leadership, a relatively new concept, was found to have distinct effects on employee engagement when compared to a psychologically diverse environment. Although PDC were initially excluded from the study's hypotheses on employee engagement, the significant impact revealed by the interaction test highlighted their importance, aligning with the study's goals. PDC alone did not significantly alter the relationship between IL and EE, which was surprising considering previous research indicating that both IL and PDC have positive effects on EE. However, an interesting finding emerged when IL and PDC coexisted. In such cases, their combined efforts had a positive impact on employee engagement. For instance, employees who reported high levels of IL and high levels of PDC exhibited higher levels of EE compared to those who reported high levels of IL but low levels of PDC. Although not explicitly suggesting an additive impact, the results indicated that PDC strengthened the connection between IL and EE.

Yee and colleagues (2014) employed a quantitative survey method in Malaysia to examine the influence of a psychological environment for creativity on job satisfaction and work performance. The study focused on the effects of a creative psychological environment on job performance and job satisfaction, with job satisfaction acting as a mediator between workplace culture and productivity. The findings revealed positive and significant relationships among all variables among electrical engineers working exclusively in the Klang Valley. Specifically, job satisfaction was positively associated with work performance, a favorable psychological environment for creativity, and job satisfaction mediated the relationship between the psychological environment for creativity and work performance.

D. The Research Model and the Hypotheses

The provided figure depicts the research model that was constructed, incorporating the dependent variable of work engagement, the independent variable of inclusive leadership, and the mediating variable of psychological diversity.
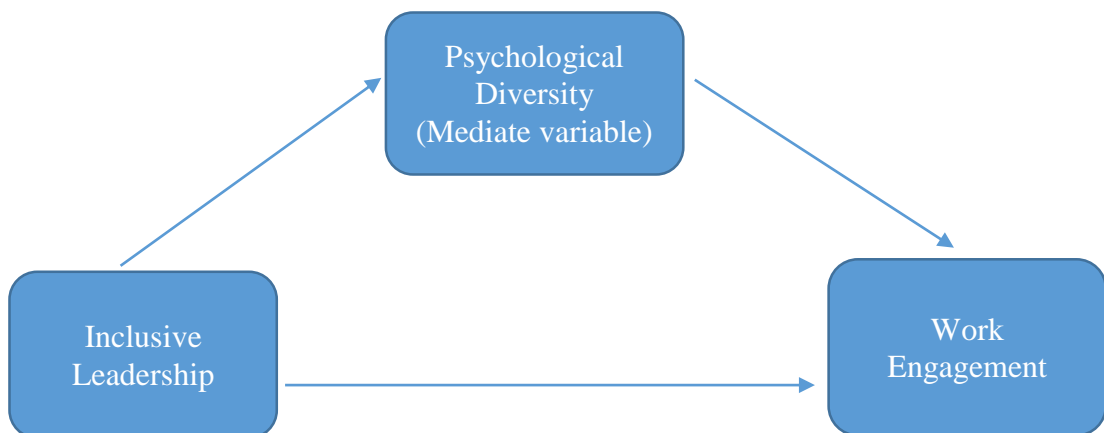
Figure 1 The Research Model

Hypotheses:

H1: Inclusive leadership has a significant positive effect on work engagement.

H2: Inclusive leadership has a significant positive effect on psychological diversity.

H3: Psychological diversity has a significant positive effect on work engagement.

H4: Diversity has a mediating role in the effect of inclusive leadership on work engagement.

III. RESEARCH METHODOLOGY

A. Introduction

The methodology section initially describes the demographic characteristics of the research sample. Subsequently, the study tools are presented, including inclusive leadership, work engagement, and psychological diversity. Finally, the research process and data analysis are explained.

B. Sample

The researchers administered questionnaires to a sample of 380 employees employed in different companies in Kabul to gather data for this study. The main aim of the research is to investigate the impact of inclusive leadership on work engagement, while considering the influence of psychological diversity. In order to accomplish this objective, the researchers made deliberate efforts to involve a wide range of participants from various companies who directly experience psychological issues. The questionnaire included a section specifically designed to collect demographic information from the participants.

C. Data Collection Instruments

As developing scales is a challenging and time-consuming process, this study utilized scales that were expertly created by renowned scientists. The overview structures were designed to be applicable to workers in white-collar positions across governmental institutions, non-governmental organizations, and various private businesses. These structures encompass inclusive leadership, work engagement, and psychological diversity.

In this section, various research tools are described, including data collection software, data analysis software, standardized scales, and psychological measurement tools (Stevens, 2023). For this research, SPSS software was employed to accurately

analyze the data collected through the questionnaire, and the hypotheses were confirmed or rejected based on the obtained results.

Questionnaire: The research utilized a questionnaire as the primary data collection tool, employing a five-point Likert scale with structured questions. Hard copies of the surveys were distributed to the targeted respondents. The questionnaire was divided into two parts. The first part aimed to gather information about the respondents' demographics and profiles. The second part focused on obtaining information about the independent, dependent, and mediator variables. The second section consisted of closed-ended questions designed to assess the respondents' perceptions of the impact of inclusive leadership on work engagement and the role of psychological diversity as a moderator. A Likert scale was used, with response options ranging from "strongly agree" to "strongly disagree." Participants were required to select one of the five options to indicate their level of agreement or disagreement. The research employed nominal and ordinal scales of measurement for categorical data and rankings, while an interval scale of measurement was used for data with ordered intervals of equal length and a zero value. Questionnaires are considered a straightforward and cost-effective method for collecting quantitative data in research (Mugenda, 2003).

Validity of Instrument: Validity in quantitative research refers to how precisely a concept is measured. For example, if a survey designed to assess depression ends up measuring anxiety, it is regarded incorrect. In contrast, dependability is an important component in quantitative research since it indicates how frequently a research instrument produces the same results when employed under identical settings. For example, an alarm clock that constantly rings at 7:00 a.m. instead of the intended time of 6:30 a.m. is reliable yet invalid because it does not ring at the correct time. It is crucial to consider the validity and reliability of data gathering techniques while performing or evaluating research (Roberton & Alison, 2015).

Content Validity: This classification examines how the instrument effectively incorporates all relevant aspects related to the variable being studied. Its purpose is to determine whether the instrument comprehensively covers the entire range of the intended variable or construct. For instance, consider a test that covers all topics taught in an undergraduate nursing course, including a detailed evaluation of themes that receive greater emphasis or require in-depth study. Face validity, which is a component

of content validity, involves seeking expert opinions to assess whether a tool accurately measures the intended concept.

Construct Validity: Construct validity pertains to the extent to which the outcomes of a test accurately reflect the intended construct or concept. For instance, if an individual obtains a high score on an anxiety assessment, does it truly indicate that they experience significant anxiety? Similarly, consider the scenario of using a mathematics exam instead of a drug knowledge test that involves dosage calculations. Construct validity comprises three components: homogeneity validity, convergence validity, and theoretical evidence validity.

Criterion Validity: A criterion is a measuring device used to evaluate a certain variable. Examining correlations can reveal the extent to which different techniques measure the same variable. This assessment looks at convergent validity, discriminant validity, and predictive validity (Alison, 2015).

Reliability of Instrument: The consistency of a measure is connected to its reliability. When an individual takes a motivation test, it is expected that their answers will be somewhat consistent across multiple administrations. While reliability cannot be precisely calculated, there are various techniques available to estimate it (Alison, 2015).

Homogeneity (internal consistency): The reliability of a test or instrument is assessed through various methodologies, including item-to-total correlation, split-half reliability, Kuder-Richardson coefficient, and Cronbach's alpha. The split-half reliability approach involves dividing the responses of the test or instrument into two halves and carefully examining the calculated correlations between these halves. Poor correlations indicate potential reliability issues with the instrument, while strong correlations indicate excellent reliability. A more complex variation of the split-half test is the Kuder-Richardson test, which calculates the average correlation among all possible split-half combinations and produces a correlation value ranging from 0 to 1. The split-half test is applicable only to questions with two possible answers, such as yes or no, 0 or 1 (Alison, 2015).

Cronbach's alpha is the most commonly used method for assessing the internal consistency of an instrument. It involves averaging the correlations of each set of split-halves. Unlike other tests, Cronbach's alpha can be used with questionnaires that

contain questions with more than two possible answers. A reliability score of 0.7 or higher is generally considered satisfactory. The resulting Cronbach's alpha value ranges from 0 to 1.

Stability: Researchers employ two main methods, test-retest reliability assessments and parallel or alternate-form reliability assessments, to evaluate reliability. To establish test-retest reliability, the same instrument is administered to individuals under similar conditions on different occasions. The results from each administration are statistically compared to assess the consistency of the instrument. Similarly, alternate-form reliability involves administering a different version of the instrument to participants in subsequent assessments. While the wording of the items may differ, the fundamental concepts being measured remain the same across all versions. To demonstrate stability, a significant correlation between the outcomes achieved each time a subject takes the test is required. According to Allison (2015), values between 0.3 and 0.5 indicate a moderate correlation, values above 0.5 indicate a high correlation, and values below 0.3 indicate a weak association.

Inclusive Leadership: The current study examines this variable using a 9-item scale with response options ranging from 1 to 5. This scale, developed by Carmeli and colleagues (2010), assesses inclusive leadership. Participants respond to each item on a 5-point scale: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree.

Carmeli and colleagues (2010) conducted research utilizing this scale. In the initial factor analysis, a single dominant factor was identified, explaining a significant portion of the variance. Multiple internal consistency analyses were conducted, resulting in coefficient alphas of .94, indicating high internal consistency. Based on the factor analysis results, the scale can be considered a valid and reliable measure, demonstrating good internal consistency and reliability (Emmanuel, 2020).

Work Engagement: The Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Salanova (2006) was utilized to assess employee engagement. The scale consists of 17 items, which capture three engagement-related variables: vigor (6 items), dedication (5 items), and absorption (6 items). To determine the overall level of engagement among respondents, all 17 items were presented to them. Respondents were asked to rate their agreement on a seven-point Likert-type scale, ranging from 0 (never) to 6 (always, every day). Higher scores indicate greater levels of engagement.

In the mentioned study, the scale demonstrated a reliability coefficient of .94 (Rodriguez, 2018).

Psychological Diversity: Maky and others (2008) developed a four-item scale to measure psychological diversity climate, which measured individual-level impressions of the company's diversity climate. Responses were recorded on a five-point Likert-style scale, with 1 representing "strongly disagree" and 5 representing "strongly agree." This scale's reliability for the current study was.91 (Rodriguez, 2018).

D. The Procedure

Initially, the researcher prepared a questionnaire and personally distributed it to the research sample. After participants reviewed the questions, they provided their answers, and the researcher collected the completed questionnaires. The questionnaire encompassed inquiries about all the anticipated variables, which were explained to respondents during the distribution process. It consisted of both demographic and non-demographic questions. The researcher assured all participants that the information they provided would be securely maintained. The distribution and collection of the questionnaires spanned one month, resulting in the collection of 380 completed questionnaires.

E. Data Analyzing Method

This section discusses the concepts and methods of quantitative and qualitative data analysis, which encompass statistical methods, interpretation methods, and content analysis methods. Additionally, it explores the utilization of statistical software and data analysis in research studies (Calzon, 2023).

The collected data has been analyzed using a quantitative research method. This approach involves the collection and analysis of numerical data employing statistical and mathematical tools. Its aim is to examine the causal relationships between variables and investigate the hypotheses proposed in the research. The data was obtained in numerical format and analyzed and interpreted using statistical and mathematical techniques.

IV. FINDINGS

The study findings are presented in two sections. The first section contains correlations, linear regression analysis, and interaction tables. The second section involves conducting difference tests to compare the demographic characteristics among the variables.

A. Profile of Respondents

Table 1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	339	89.2	89.2	89.2
	Female	41	10.8	10.8	100.0
	Total	380	100.0	100.0	

Gender: Gender is an important demographic factor that indicates the proportion of male and female individuals within a given sample of the population. It encompasses the socially constructed roles, behaviors, and characteristics that society deems appropriate for males, females, and individuals with other gender identities (Subrahmanian, 2005). In this study, a total of 380 questionnaires were distributed to participants. Out of these, 339 questionnaires were completed and returned by men, representing 89.2% of the sample, while 41 questionnaires were completed and returned by women, accounting for 10.8% of the sample.

Table 2 Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	govt	23	6.1	6.1	6.1
	NGO	267	70.3	70.3	76.3
	Private	90	23.7	23.7	100.0
	Total	380	100.0	100.0	

An organization refers to a social institution established with a specific objective, such as conducting business, providing services, or pursuing charitable or educational missions. It typically has a formal structure that includes a hierarchical arrangement of

power, positions, and responsibilities, as well as guidelines and processes for decision-making and collaboration (Atlan, 1974).

In this study, a total of 380 questionnaires were distributed among three types of organizations: governmental, private, and non-profit organizations. The distribution resulted in 23 respondents from governmental companies, accounting for 6.1 percent of the sample. Additionally, 267 respondents, representing 70.3 percent of the participants, were affiliated with non-profit organizations, while 90 respondents, comprising 23.7 percent, belonged to private companies.

Table 3 Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	270	71.1	71.1	71.1
	6-10	92	24.2	24.2	95.3
	11-15	18	4.7	4.7	100.0
	Total	380	100.0	100.0	

Tenure or experiences: The researcher used a variety of experience time spans for both managers and employees when collecting data on respondents' tenure. As a result, respondents can readily comment about their job experience in their sector of employment by using multiple ranges (Farrell, 1950). In this research, questionnaires were distributed among 380 people, of whom 270 people, or 71.1%, had between 1 and 5 years of experience, 92 people, or 24.2%, had between 6 and 10 years of experience, and 18 people, or 4.7%, had between 11 and 15 years of experience.

Table 4 Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	353	92.9	92.9	92.9
	Master	21	5.5	5.5	98.4
	PhD	6	1.6	1.6	100.0
	Total	380	100.0	100.0	

Qualification: The level of formal education or training a person has had in the subject of research methodology is often referred to as their educational qualification. This may involve holding academic degrees, such as a bachelor's, master's, or Ph.D., in a pertinent subject, like social science, psychology, statistics, or a closely related subject (Modood, 2004). Three educational levels were covered by 380 questions in

this research, with 353 respondents (92.9% of the total) having a bachelor's degree, 21 respondents (5.5%) having a master's degree, and 6 respondents (1.6%) having a Ph.D.

B. Factor Analysis

Factor analysis is a method employed to categorize a large number of variables into smaller groups known as factors. This technique aims to reduce the overall variability present in the variables while condensing them into a single score. This score serves as an indicator representing all the variables and can be utilized for subsequent analysis (Howard, 2016).

In this analysis, sub-factors of inclusive leadership (openness, availability, and accessibility), work engagement, and consideration of psychological diversity are also explored, along with each question pertaining to these constructs.

Table 5 Factor Analysis Inclusive Leadership and Work Engagement

Name of Factor	Question Code	Question Statement	Factor Weight	% of Variance
Openness	OP1	The manager is open to hearing new ideas.	0,759	3.83
	OP2	The manager is attentive to new opportunities to improve work processes	0,732	7.61
	OP3	The manager is open to discuss the desired goals and new ways to achieve them	0,710	11.14
		Eigen Value 4.31 and the explained variance is 11.14% and Cronbach's Alpha 0.734		
Availability	AV1	The manager is available for consultation on problems	0,712	3.71
	AV2	The manager is an ongoing presence in this team someone who is readily available	0,701	7.43
	AV3	The manager is available for professional questions I would like to consult with him=her	0,750	10.85
	AV4	The manager is ready to listen to my requests	0,730	14.57
		Eigen Value 4.26 and the explained variance is 14.57% and Cronbach's Alpha 0.723		
Accessibility	Acc1	The manager encourages me to access him=her on emerging issues	0,763	3.35
	Acc2	The manager is accessible for discussing emerging problems	0,711	7.13
		Eigen Value 4,37 and the explained variance is 7.13% and Cronbach's Alpha 0.737		
Work engagement	WE1	At my work, I feel bursting with energy.	0,871	3.94
	WE2	I find the work that I do full of meaning and purpose.	0,859	8.11
	WE3	Time flies when I am working.	0.793	11.89
	WE4	At my job, I feel strong and vigorous.	0.799	15.95
	WE5	I am enthusiastic about my job.	0.791	19.74
	WE6	When I am working, I forget everything else around me.	0.758	23.94
	WE7	My job inspires me.	0.839	28.05
	WE8	When I get up in the morning, I feel like going to work.	0.812	31.83
	WE9	I feel happy when I am working intensely.	0.843	35.48
	WE10	I am proud of the work that I do.	0.826	39.62
	WE11	I am immersed in my work.	0.791	43.38
	WE12	I can continue working for very long periods at a time.	0.836	47.61
	WE13	To me, my job is challenging.	0.797	51.59
	WE14	I get carried away when I am working.	0.792	55.47
	WE15	At my job, I am very resilient, mentally.	0.762	59.53
	WE16	It is difficult to detach myself from my job.	0.848	63.41
	WE17	At my work, I always persevere, even when things do not go well.	0.782	67.14
		Eigen Value 4.16 The explained variance is 67.14% and Cronbach's Alpha 0.834		

Regarding openness, three variables were retained based on their component matrix scores exceeding 0.7. Factors with a factor weight of 0.5 or higher were also retained. The analysis results indicate interconnectedness among the factors, with an overall percentage change of 11.14%, indicating strong relationships among the factor components.

For availability, all four factors with a component matrix score above 0.7 were retained. Factors with a factor weight of 0.5 or higher were also kept. The findings of the analysis demonstrate the interconnections among the factors, with an overall percentage change of 14.57%, indicating close associations among the factor constituents.

In terms of accessibility, the two loaded factors with scores greater than 0.7 were retained. Factors with a factor weight of at least 0.5 were deemed significant and retained. The study's findings illustrate the interrelationships between the variables, with an overall percentage change of 7.13%, highlighting strong connections among the factor variables.

Regarding work engagement, the component matrix of the seventeen loaded components, each exceeding 0.7, was preserved. Factors with a factor weight of 0.5 or higher were retained. The analysis findings indicate interconnectedness among the factors, with an overall percentage change of 67.14%, demonstrating close ties among the factor components.

Table 6 Factor Analysis Inclusive Leadership and Psychological Diversity

Name of Factor	Question Code	Question statement	Factor Weight	% of Variance
Openness	OP1	The manager is open to hearing new ideas.	0,759	7.63
	OP2	The manager is attentive to new opportunities to improve work processes	0,732	15.41
	OP3	The manager is open to discuss the desired goals and new ways to achieve them	0,710	23.07
Eigen Value 4.31 and the explained variance is 23.07% and Cronbach's Alpha 0.734				
Availability	AV1	The manager is available for consultation on problems	0,712	7.73
	AV2	The manager is an ongoing presence in this team someone who is readily available	0,701	15.97
	AV3	The manager is available for professional questions I would like to consult with him=her	0,750	23.15
	AV4	The manager is ready to listen to my requests	0,730	30.76
Eigen Value 4.26 and the explained variance is 30.76% and Cronbach's Alpha 0.723				
Accessibility	Acc1	The manager encourages me to access him=her on emerging issues	0,763	7.49
	Acc2	The manager is accessible for discussing emerging problems	0,711	14.89
Eigen Value 4,37 and the explained variance is 14.89% and Cronbach's Alpha 0.737				
Psychological Diversity	PD1	I trust my company to treat me fairly	0,812	7.97
	PD2	The company maintains a diversity-friendly work environment	0,801	16.07
	PD3	The company respects the views of people like me	0,790	23.79
	PD4	Top leaders demonstrate a visible commitment to diversity	0,830	31.27
Eigen Value 4.38 and the explained variance is 31.27% and Cronbach's Alpha 0.811				

Regarding openness, three variables were retained as they scored higher than 0.7 on the component matrix. All factors with a factor weight of 0.5 or above were kept. The analysis results indicate interconnections among the factors, with an overall percentage change of 23.07%, indicating strong relationships among the factor components.

For availability, all four factors with a component matrix score exceeding 0.7 were retained. Factors with a factor weight of at least 0.5 were also maintained. The analysis findings demonstrate the interconnectedness of the factors, with an overall percentage change of 30.76%, indicating close ties among the constituent parts.

In terms of accessibility, the two loaded factors scoring higher than 0.7 were retained. Factors with a factor weight of at least 0.5 were preserved. The study's findings demonstrate the interrelationships between the variables, with an overall percentage change of 14.89%, indicating strong connections among the factor variables.

Regarding psychological diversity, the component matrix of the seventeen loaded components, all exceeding 0.7, was preserved. Factors with factor weights of 0.5 or above were retained. The analysis findings indicate interconnections among the factors, with an overall percentage change of 31.27%, demonstrating close ties among the factor components.

C. Reliability

Table 7 Test Coefficient Alpha Statistics

Factor	Test	Questions	N
Inclusive Leadership	0.78	9	380
Work Engagement	0.83	17	380
Psychological Diversity	0.81	4	380
Openness	0.73	3	380
Availability	0.72	4	380
Accessibility	0.74	2	380

Cronbach's alpha is a statistical tool used to assess the internal consistency or reliability of a scale or questionnaire. It is named after American psychologist Lee Cronbach, who developed this evaluation method in 1951. Higher values indicate greater internal consistency. Cronbach's alpha is a reliability coefficient that ranges from 0 to 1. It is computed by examining the relationships between each pair of items on a scale and then averaging those relationships. The resulting value indicates how closely the scale items

measure the same concept or underlying characteristic. Cronbach's alpha is commonly used to assess the consistency and dependability of measurement tools such as exams, questionnaires, and surveys in various fields, including psychology, education, and healthcare. Conversely, a low value suggests that the items are not strongly interrelated and may need to be modified or removed from the scale. A high Cronbach's alpha value (typically above 0.7) indicates that the items in the scale are highly correlated and likely measure the same construct. Therefore, the study's findings indicate that the questionnaire used in data collection was reliable.

D. Correlation Analysis

The Statistical Package for the Social Sciences (SPSS) version 23 for Windows was employed to analyze the study's findings. A significance threshold of 0.05 was utilized throughout the statistical analysis. Descriptive statistics were used to present the primary characteristics of the sample. Factor analysis was conducted using the principal components model to determine the factor structure of the scales, considering factor loadings. To assess the internal consistency of the scales, a reliability study was conducted, taking into account coefficient alphas.

To examine the associations between variables, a bivariate correlation analysis was performed using the Pearson Product Moment Correlation Method. Table 6 presents the means, standard deviations, and correlations among all factors. All correlations were found to be statistically significant at the 0.01 level, indicating medium relationships ranging from 0.426 to 0.562.

Table 8 Means, Standard Deviations and Correlations for Study Variables

	Mean	SD	1	2	3			
1. Inclusive Leadership	4.34	0.14	1					
2. Work Engagement	4.16	0.17	0.426^{**}	1				
3. Psychological Diversity	4.38	0.3	0.562^{**}	0.473^{**}	1			
Openness	4.31	0.21	-	0.329^{**}	0.391^{**}	1		
Availability	4.26	0.19	-	0.418^{**}	0.377^{**}	-	1	
Accessibility	4.37	0.11	-	0.425^{**}	0.406^{**}	-	-	1

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

Table 8 presents several significant relationships between variables. Specifically, medium positive correlations were observed between inclusive leadership and work engagement ($r = 0.426$, $p < 0.01$), inclusive leadership and Psychological Diversity ($r = 0.562$, $p < 0.01$), and work engagement and Psychological Diversity ($r = 0.473$, $p < 0.01$).

Additionally, medium positive correlations were found between openness and work engagement ($r = 0.329$, $p < 0.01$), availability and work engagement ($r = 0.418$, $p < 0.01$), and accessibility and work engagement ($r = 0.426$, $p < 0.01$). Furthermore, significant medium positive correlations were identified between inclusive leadership and work engagement, openness and Psychological Diversity ($r = 0.391$, $p < 0.01$), availability and Psychological Diversity ($r = 0.377$, $p < 0.01$), and accessibility and Psychological Diversity ($r = 0.406$, $p < 0.01$).

E. Linear Regression Analysis

Linear regression analysis is a statistical technique used to explore the relationship between two variables, where one variable is considered the independent variable and the other is the dependent variable. The objective of linear regression analysis is to identify the most optimal line that represents the relationship between these variables. This technique assumes a linear relationship, meaning that changes in the dependent variable correspond proportionally to changes in the independent variable. The line that best fits the data is determined by minimizing the sum of squared differences between the observed values of the dependent variable and the values predicted by the line (Yadav, 2018).

A simple linear regression model can be represented by the formula $y = a + bx$, where y is the dependent variable, x is the independent variable, a is the intercept (the value of y when $x = 0$), and b is the slope (the change in y for a one-unit increase in x). In multiple linear regression models, there can be more than one independent variable, and the formula extends to $y = a + b_1x_1 + b_2x_2 + ... + b_nx_n$, where x_1, x_2, ..., x_n are the independent variables, and b_1, b_2, ..., b_n are the coefficients associated with each independent variable.

Linear regression analysis enables us to make predictions about future values of the dependent variable, understand the relationships between different variables, and identify which variables influence changes in the dependent variable. It is commonly employed in various fields such as economics, finance, social science, and engineering (Leona S. Aiken, et al., 2003).

F. Linear Regression Analysis with the Work Engagement

The initial linear regression analysis investigated the potential influence of psychological diversity as a mediator on the relationship between inclusive leadership and work engagement. The subsequent regression tables display the equations for the independent variable, the mediator, and their interaction in explaining the dependent variable.

Table 9 Result of Linear Regression Analysis for Inclusive Leadership and Work Engagement

Dependent Variable: Work Engagement Variables	Beta	t	p
Inclusive Leadership	0.426	9.162	0,000

$R= 0,426$; $R^2= 0,182$; $F= 83.935$; $p= 0,001$

H1: Inclusive leadership has a significant positive effect on work engagement.

The first model reveals that Inclusive Leadership significantly predicts work engagement ($R^2=0.182$, $p = 0.000 < 0.05$). Since Inclusive Leadership demonstrates a significant influence on work engagement, it can be concluded that the first hypothesis of the research is supported.

Table 10 Results of Linear Regression Analysis for Inclusive Leadership and Psychological Diversity

Dependent Variable: Psychological Diversity Variables	Beta	t	p
Inclusive Leadership	0.562	9.973	0,000

$R= 0,562$; $R^2= 0,316$; $F= 73.536$; $p= 0,000$

H2: Inclusive leadership has a significant positive effect on psychological diversity.

The second model demonstrates that Inclusive Leadership is a significant predictor of Psychological Diversity ($R^2=0.316$, $p = 0.000 < 0.05$). As Inclusive Leadership is capable of explaining Psychological Diversity, it can be concluded that the second hypothesis of the research is supported.

Table 11 Results of Linear Regression Analysis for Psychological Diversity and Work Engagement

Dependent Variable: Work Engagement Variables	Beta	t	p
Psychological Diversity	0.487	9.125	0,000

R= 0,487; R^2= 0,237; F= 74.864; p= 0,001

H3: Psychological diversity has a significant positive effect on work engagement.

The third model reveals that Psychological Diversity significantly predicts work engagement (R^2=0.237, p = 0.000 < 0.05). As Psychological Diversity is capable of explaining work engagement, it can be concluded that the third hypothesis of the research is supported.

Table 12 Results of Linear Regression Analysis for Inclusive Leadership, Work Engagement and Mediating Role of Psychological Diversity.

Dependent Variable: Work Engagement Mediating Variable: Psychological Diversity Variables	Beta	t	p
Inclusive leadership	0.473	8.926	0,000

R= 0,487; R2= 0,237; F= 74.864; p= 0,001

H4: Diversity has a mediating role in the effect of inclusive leadership on work engagement.

In the fourth model, it is seen that Inclusive leadership could statistically explain work engagement with mediating role of psychological diversity (R^2=0.237, p = 0.000 < 0.05).

Table 13 Sobal Test

Dependent Variable: Work Engagement mediating Variable: Psychological diversity Variables			
R^2 between IL and PD	0.316	sig	0,000
R^2 between PD and WE	0.244	sig	0,000
Z-value		3.624	

The results from the table above indicate that the mediator variable plays a significant role, as its coefficient exceeds the standard value of 1.96. Given that inclusive leadership is able to explain work engagement with the mediating role of

psychological diversity, it can be concluded that the third hypothesis of the research is supported.

G. Difference Tests

Researchers can use SPSS's difference tests to examine the variations between study variables based on demographic factors. Differential analysis includes both parametric and non-parametric tests. In this study, non-parametric tests were employed due to inadequate sample sizes for the different groups and the variables' failure to meet the assumptions of normality. Since the examined variables had two groups, the Mann-Whitney rank sum test was chosen as a non-parametric analysis. Only significant findings are reported in this section.

H. Gender

Table 14 The Difference of Work Engagement on Gender

	Gender	N	Mean Rank	Sum of Ranks	Significance Level
Work Engagement	Male	339	4.171	1413.94	
	Female	41	4.126	169.18	0,163
	Total	380			

Male and female employees have significantly different levels of work engagement (p = 0.163 > 0.05). This analysis shows that male and female employees have equal levels of work engagement (μRankMale = 4.17, μRankFemale = 4.12).

I. Experience

Table 15 The Difference of Work Engagement on Categorical Experience

	Categorical experience	N	Mean Rank	Sum of Ranks	Significance Level
Work engagement	1-5	270	4.09	1106.41	
	6-10	92	4.36	401.59	0,372
	11-15	18	4.17	75.12	
	380	213			

A Mann-Whitney rank sum test was used to examine engagement and determine how it differed from other types of experience. The findings indicate that there is no

difference in work engagement between the employees in all categories (µRank 1–5 Years = 4.1, µRank 6–10 Years = 4.3, and µRank 11–15 Years = 4.1) that is statistically significant (p= 0.372 > 0.05).

J. Organization

Table 16 The Difference of Inclusive Leadership on Categorical Organization

	Categorical organization	N	Mean Rank	Sum of Ranks	Significance Level
Inclusive Leadership	Govt	23	4.35	100	0.516
	NGO	267	4.34	1158.78	
	Private	90	4.35	391.56	
	Total	380			

To assess the difference in the categorical organization of Inclusive Leadership, the Mann-Whitney rank sum test was utilized. The results indicate that there is no statistically significant difference in inclusive leadership among employees across all categories (µRank Govt = 4.35, µRank NGO = 4.34, µRank Private = 4.35) (p = 0.516 > 0.05).

The subsequent section discusses all the findings obtained at the conclusion of the study. The study concludes with a discussion of its limitations and suggestions for improvement.

V. DISCUSSION, CONCLUSION AND RECOMMENDATION

A. Discussion

In contemporary times, organizations are increasingly recognizing the benefits associated with diversity, inclusion, and effective leadership (Hollander, 2012). They have become more attentive to this matter and are actively addressing it through the adoption of diverse leadership philosophies. The importance of fostering diversity and inclusion, along with the presence of capable and skilled leaders, is being acknowledged and prioritized by organizations (Hollander, 2012). The inclusive leadership approach is considered one of the fundamental and significant leadership philosophies in organizations today. It involves leaders actively considering the perspectives of multiple employees and striving to reach a consensus on sensible courses of action, with the aim of fulfilling the organizational vision and motivating others (Jin et al., 2023).

Inclusive leadership, as described by Carmeli et al. (2010), is a relatively new concept that is not yet fully understood. Boysen (2014) explains that inclusive leadership focuses on equality, social justice, fairness, and leveraging the positive effects within our environment. It is recognized as a valuable leadership practice and an extension of diversity management. The literature on inclusive leadership has evolved, placing a stronger emphasis on member facilitation, support, and fostering a sense of belonging and individuality. These aspects have contributed to the effectiveness of group efforts (Randel et al., 2018).

Employee engagement has been a significant topic in research for many years (Kahn, 1990). However, the specific relationship between inclusive leadership (IL) and work engagement (WE) has only recently been explored (Choi et al., 2015). Previous studies have indicated that IL is a predictor of employee job engagement (Choi et al., 2015). Moreover, when IL is accompanied by favorable psychological diversity (PD), it is more likely to result in positive employee behavior (Randel et al., 2018).

The objective of the present study was to examine the relationship between IL and WE, and the findings support this association. The results indicate that inclusive leadership behavior significantly influences WE. This outcome was expected, as followers of leaders who exhibit openness, availability, and accessibility—both physically and mentally—are more inclined to actively participate and voice their opinions in job-related activities (Hirak et al., 2012). In this study, participants, who were employees, were asked about the level of openness, availability, and accessibility of their leaders, as well as their own level of engagement. The study found a strong positive correlation between reported WE and the extent of IL practices. Employees perceive inclusive leader behaviors, such as seeking employee opinions and involving them in decision-making, as valuable resources that motivate them to invest more mental, emotional, and physical energy into their work (Choi et al., 2015).

The present study aligns with existing literature on IL and provides further support for the beneficial relationship between IL and WE in the workplace. Consequently, these research findings, which corroborate the IL literature, can enhance professionals' confidence in their ability to effectively and fairly manage employee behavior, including aspects of openness, availability, and accessibility in the workplace.

Work engagement encompasses an individual's level of personal investment in their job tasks, establishing a connection between oneself and the job and enhancing role performance by increasing cognitive, emotional, and physical commitment (Baker & Demerouti, 2014). Work engagement theory typically includes three categories: cognitive, emotional, and physical engagement (Baker & Demerouti, 2014). For instance, while investing emotional and physical energy simultaneously may not always be necessary, individuals who allocate cognitive resources to their work can still enhance their role performance.

The research titled "The Impact of Inclusive Leadership on Work Engagement: The Role of Psychological Diversity" aims to examine the reciprocal influence of these factors. Four hypotheses were formulated to explore the impact of inclusive leadership on work engagement, with psychological diversity serving as a mediator. Following the collection and analysis of raw data, the results confirm the validity of all research hypotheses. The research findings reveal the following outcomes:

H1: Inclusive leadership has a significant and positive impact on work engagement. The analysis demonstrates that inclusive leadership can statistically account for work engagement ($R2 = 0.182$, $p = 0.000 < 0.05$). This means that inclusive leadership can influence work engagement by approximately 18.2%.

H2: Inclusive leadership has a significant and positive effect on psychological diversity. The analysis indicates that inclusive leadership can statistically explain psychological diversity ($R2 = 0.316$, $p = 0.000 < 0.05$). This implies that inclusive leadership can impact psychological diversity by approximately 31.6%.

H3: Psychological diversity has a significant and positive influence on work engagement. The analysis reveals that psychological diversity can statistically account for work engagement ($R2 = 0.237$, $p = 0.000 < 0.05$). This suggests that psychological diversity can affect work engagement by approximately 23.7%.

H4: Psychological diversity acts as a mediator in the relationship between inclusive leadership and work engagement. The analysis demonstrates that inclusive leadership can statistically explain work engagement with the mediating role of psychological diversity (Z-value $= 3.624$, $p = 0.000 < 0.05$). This means that inclusive leadership can influence work engagement by approximately 31.6% and 24.4% when accounting for the mediating role of psychological diversity.

In summary, the results indicate that inclusive leadership positively influences both work engagement and psychological diversity, and psychological diversity plays a mediating role in the relationship between inclusive leadership and work engagement.

B. Conclusion

In conclusion, the primary objective of this study was to delve into the direct relationship between inclusive leadership and work engagement, while also examining the mediating role of psychological diversity. The research formulated and tested four hypotheses, employing several quantitative methods, including correlation analysis, linear regression analysis, and difference tests using the SPSS software. Data was collected through face-to-face surveys from a diverse sample of 380 Afghan employees working in various organizations. The findings of the study revealed a significant and substantial impact of inclusive leadership on work engagement, which

is consistent with previous literature. These findings support the notion that leaders who demonstrate inclusive behaviors, such as actively seeking employee opinions and involving them in decision-making processes, exert a positive influence on employee engagement. Additionally, the study uncovered that psychological diversity plays a mediating role in the relationship between inclusive leadership and work engagement. This implies that the positive effects of inclusive leadership on work engagement are partially mediated by the influence of psychological diversity. These findings are in alignment with prior research conducted by a range of scholars, including Choi et al. (2018), Banny et al. (2020), Carmeli et al. (2010), Hollander et al. (2008), Emmanuel (2020), Fang et al. (2019), Liu Qui (2017), Wahab et al. (2021), and Rodriguez (2018). The current study contributes to the existing body of knowledge by providing empirical evidence that supports the positive impact of inclusive leadership on work engagement, as well as highlighting the mediating role of psychological diversity.

It is important to note that the study's findings are based on the responses obtained from Afghan employees working in diverse organizations. Therefore, caution should be exercised when attempting to generalize the results to broader contexts. Further research is warranted to validate these findings in different cultural and organizational settings. Nevertheless, the present study underscores the significance of inclusive leadership in fostering work engagement and emphasizes the importance of considering psychological diversity as a mechanism through which inclusive leadership influences employee engagement. Organizations can derive substantial benefits from comprehending the positive impact of inclusive leadership on work engagement. By cultivating inclusive leadership practices and promoting psychological diversity, organizations can create an environment where employees feel valued, respected, and empowered. Consequently, this can enhance employee engagement, ultimately leading to improved performance, productivity, and overall organizational success. In conclusion, the study reinforces the value of inclusive leadership and its potential to positively impact work engagement, shedding light on the mediating role of psychological diversity. These findings have practical implications for organizations seeking to enhance employee engagement and foster inclusive work environments. Therefore, organizations are encouraged to prioritize the cultivation of inclusive leadership behaviors and the promotion of psychological

diversity to create a conducive and empowering work environment that enhances employee engagement and drives organizational success.

C. Limitation and Recommendation

Similar to previous research studies, this study has certain limitations that should be acknowledged. Firstly, the information in this study was obtained from individuals working in a diverse range of Afghan organizations, encompassing both private and public sectors. Consequently, caution should be exercised when attempting to generalize the findings to broader populations or contexts. Secondly, the sample of Afghan organizations included in the study may not have provided sufficient representation of the overall organizational landscape, potentially limiting the generalizability of the results.

Thirdly, it is important to note that this study relied on self-reported survey methodology, which can introduce common method variance issues and may impact the generalizability of the findings. Future studies could consider employing additional data collection methods or incorporating objective measures to strengthen the validity of the results.

Fourthly, the study utilized a cross-sectional design, which only allows for data collection at a single point in time. As a result, the study's ability to capture dynamic relationships and causal inferences is limited. Future research could employ longitudinal designs or experimental approaches to gather data over time and establish causal relationships.

Further studies could also consider incorporating additional individualized factors, such as psychological climate, perceived organizational support, and trust, to provide a more comprehensive understanding of the mechanisms underlying the relationship between inclusive leadership, psychological diversity, and work engagement.

Additionally, future investigations might explore the same model from the perspectives of self-determination theory, opportunity theory, resource-based theory, and ability motivation to gain deeper insights into the underlying mechanisms and explore potential boundary conditions.

In summary, while this study contributes valuable insights into the relationship between inclusive leadership, psychological diversity, and work engagement, it is essential to recognize the limitations inherent in its design and sample. By addressing these limitations and considering additional factors and theoretical perspectives, future research can build upon these findings and provide a more robust understanding of the complex dynamics at play in inclusive leadership and work engagement.

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APPENDIX

Appendix A: Questionnaire

Appendix B: Ethics Committee Decision

ISTABNUL AYDIN UNIVERSITY

The Impact of Inclusive Leadership on Work Engagement: The

Role of Psychological Diversity

QUESTIONNAIRE

Respected Madam

Wish you a very good day

A survey is being conducted in the customer services sector, for the above-mentioned purpose. You will find herewith a series of questions. I request your good self to be kind enough to give your frank and genuine response. I assure you that your shared information will be kept highly confidential, and this is going to be utilized for research purposes alone. Here, I would like to express my gratitude for your help.

 Thank you.

Guideline:

The questions asked will be a five-points Likert scale; whereas 1 point indicates you strongly disagree with the item and 5 points denotes you strongly agree with the item. In between, 2 points mean you disagree, 4 points mean you agree, and 3 points mean you are neutral or not sure about the item asked. Before the main items, you are requested to answer the demographic questions.

Demographic Profile											
Gender		Organization		Designation	Experience				Qualification		
Male	Female	Govt.	NGO		1-5	6-10	11-15	16+	Bachelor	Master	PhD

Likert Scale	1 = Strongly Disagree		2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree				
Inclusive Leadership (IL) Source: Maira Emmanuel, September, 2020										
1	The manager is open to hearing new ideas.					1	2	3	4	5
2	The manager is attentive to new opportunities to improve work processes (openness).					1	2	3	4	5
3	The manager is open to discuss the desired goals and new ways to achieve them (openness).					1	2	3	4	5
4	The manager is available for consultation on problems (availability).					1	2	3	4	5
5	The manager is an ongoing presence in this teamsomeone who is readily available (availability).					1	2	3	4	5
6	The manager is available for professional questions I would like to consult with him=her (availability).					1	2	3	4	5
7	The manager is ready to listen to my requests (availability).					1	2	3	4	5
8	The manager encourages me to access him=her on emerging issues (accessibility).					1	2	3	4	5
9	The manager is accessible for discussing emerging problems (accessibility).					1	2	3	4	5
Work engagement Source: Schaufeli and Bakker (2003)										
10	At my work, I feel bursting with energy.					1	2	3	4	5
11	I find the work that I do full of meaning and purpose.					1	2	3	4	5
12	Time flies when I am working.					1	2	3	4	5
13	At my job, I feel strong and vigorous.					1	2	3	4	5
14	I am enthusiastic about my job.					1	2	3	4	5
15	When I am working, I forget everything else around me.					1	2	3	4	5
16	My job inspires me.					1	2	3	4	5

17	When I get up in the morning, I feel like going to work.	1	2	3	4	5
18	I feel happy when I am working intensely.	1	2	3	4	5
19	I am proud of the work that I do.	1	2	3	4	5
20	I am immersed in my work.	1	2	3	4	5
21	I can continue working for very long periods at a time.	1	2	3	4	5
22	To me, my job is challenging.	1	2	3	4	5
23	I get carried away when I am working.	1	2	3	4	5
24	At my job, I am very resilient, mentally.	1	2	3	4	5
25	It is difficult to detach myself from my job.	1	2	3	4	5
26	At my work, I always persevere, even when things do not go well.	1	2	3	4	5
	Psychological Diversity Mckay, Avery, & Morris (2008)					
27	I trust my company to treat me fairly	1	2	3	4	5
28	The company maintains a diversity-friendly work environment	1	2	3	4	5
29	The company respects the views of people like me	1	2	3	4	5
30	Top leaders demonstrate a visible commitment to diversity	1	2	3	4	5

Appendix B: Ethics Committee Decision

T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-96715   22.09.2023
Konu : Etik Onayı Hk.

Sayın KHALED FAQIRI

    Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Sosyal ve Beşeri Bilimler Etik Komisyonu'nun 21.09.2023 tarihli ve 2023/08 sayılı kararıyla uygun bulunmuştur.
    Bilgilerinize rica ederim

Dr.Öğr.Üyesi Mehmet Sencer GİRGİN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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70

<p style="text-align:center">**RESUME**</p>

Name Surname   **:** Khaled Faqiri

Education:

- **Bachelor**   **:** 2017, Jami University, Economics and Management

- **M.A**   **:**2023, Istanbul Aydin University, Department of Business
  Administration, Business Administration Program

Work Experiences

- Safety manager in PIROZE BAM AFGHAN CONSTRUCTION COMPANY in herat afghanistan duration 1.5 years in 2012 -2013
- Accounting manager in FARAHGOSTAR COM LTD herat afghanistan 2 years' duration 2014 - 2015
- Consultant leader in kabotarkhan village in herat afghaninstan duration 2 years 2017 -2018
- Operational manager in conestraction projects in kabotarkhan village duration 2017- 2018
- Vice manager in ALKOZAY DEMIR CELIK ITHA. IHRA COMPANY LTD duration 1 year 2021 - 2022

Language Skills

Language	Speaking	Writing	Reading
English	Excellent	Excellent	Excellent
Persian	Native	Native	Native
Pashto	Good	Very good	Very good
Turkish	Good	Good	Very Good