YENİLİĞİ TEŞVİK ETMEDE KAPSAYICI LİDERLİĞİN ROLÜ: ARAŞTIRMA LİTERATÜRÜ ODAKLI BİR İNCELEME

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Öz

İnovasyon performansı, günümüzün yoğun rekabet ortamında organizasyonel başarının temel unsurudur. Ancak inovasyon süreçlerindeki düşük başarı oranları birçok örgütsel sonucu olumsuz etkileyerek kaynakların etkin kullanımını ve müşteri memnuniyetini azaltabilmektedir. İnovasyon; destekleyici, çeşitliliği, farklı bilgi kanalları aracılığıyla yenilikçi çözüm ve öneriler sunan çalışanları destekleyen bir organizasyon iklimini ve bu iklimin oluşmasını sağlayan bir liderlik uygulamasını gerektirir. Bu bağlamda takipçiler arasında güven, saygı ve aidiyet duygusu yaratan kapsayıcı liderlik, inovasyon performansının arttırılmasına önemli ölçüde katkı sağlayabilir. Bu çalışma, ampirik sonuçlar sağlayan çalışmalar kapsamında inovasyon ve kapsayıcı liderlik arasındaki ilişkiyi incelemeyi amaçlamaktadır. Bu amaç doğrultusunda Web of Science veri tabanında *inovasyon* ve *kapsayıcı liderlik* anahtar kelimelerini içeren çalışmalar belirlenmiştir. Çalışmalar yazar, yayın tarihi, araştırma türü, örneklem büyüklüğü ve değişkenler gibi çeşitli faktörlere göre kategorize edilmiştir. İnovasyon ve kapsayıcı liderlik üzerine yapılan ampirik çalışmaların sonuçları paylaşılmıştır. Çalışmanın işletmelerde inovasyon performansının arttırılmasında kapsayıcı liderlik uygulamalarına ilişkin farkındalığı arttıracağı beklenmektedir. Ayrıca inovasyon ve kapsayıcı liderlik arasındaki ilişkiye dair ampirik çalışmaları sunarak literatürü genişletmektedir.

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THE ROLE OF INCLUSIVE LEADERSHIP IN FOSTERING INNOVATION: A FOCUSED REVIEW OF THE RESEARCH LITERATURE

Abstract

Innovation performance is a crucial element for organizational success in today's intensely competitive business environment. However, low success rates in innovation processes can negatively affect many organizational outcomes, reducing the effective use of resources and customer satisfaction. Innovation requires both an organizational climate that supports employees who are supportive, diverse and offer innovative solutions and suggestions through different information channels, and also a leadership practice that ensures the formation of this climate. In this context, inclusive leadership, which creates a sense of trust, respect, and belonging among followers, can significantly contribute to increasing innovation performance. This study aims to examine the relationship between innovation and inclusive leadership within studies that provide empirical results. To achieve this, studies containing the keywords *innovation* and *inclusive leadership* were identified in the Web of Science database. The studies were categorized based on several factors, including the author, publication date, type of research, sample size, and variables. The results of empirical studies on innovation and inclusive leadership are shared. This study is expected to increase awareness of inclusive leadership practices in increasing innovation performance in businesses. Additionally, it expands the literature by presenting empirical studies on the relationship between innovation and inclusive leadership.

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INTRODUCTION

Businesses are constantly striving to meet ever-changing customer expectations and demonstrate effective management practices in increasingly competitive industry environments. Innovation performance is an important strategic advantage and success factor in this process (Birchall and Tovstiga, 2005: 102; Zhuplev, 2018: 1; Jiang and Chen, 2018: 1820). To succeed, companies must effectively manage the competitive dynamics and speed of the industry environment while offering services and products that exceed customer expectations (Yıkılmaz and Gunduz Çekmecelioğlu, 2023: 209). Innovation performance is a critical issue that significantly affects the overall performance of an enterprise. It has a decisive impact on many organizational outputs, both directly and indirectly (Shouyu, 2017: 648; Phan, 2019: 73; Wang and Ahmed, 2007: 38; Gunday et al., 2011: 662). Despite its importance, it is often the case that the innovation performance of enterprises falls short of expectations. According to a global study conducted by McKinsey (2022) on CEOs, although innovation is a top priority for many, only 10% of respondents felt that their businesses had achieved successful innovation performance. According to Castellion and Markham (2013) and Rhaiem and Amara (2021), the success rate in innovation varies between 10% and 60% depending on the complexity of the innovation type, but failure is often the result. The innovation process also incurs a high rate of resource waste, and leadership is identified as a critical factor in overcoming this, according to the Arthur Little Report (2023). According to Huang et al. (2022), a leadership style that thinks strategically, possesses strong communication skills, has high emotional intelligence, and can effectively handle problems while remaining grounded in integrative and inclusive values is crucial. Effective leadership also plays a critical role in identifying and responding to environmental changes, meeting the needs and expectations of internal and external stakeholders, and distributing resources effectively.

According to a 2017 study by PwC on innovation performance in 1200 companies globally, executives reported difficulties in adapting their business strategy to innovation. 72% of executives also stated that they did not have more innovative solutions than their competitors. Moreover, different parties involved in the innovation process, such as employees, can have a positive impact on the process. Therefore, a management approach is needed that can bring together parties with different opinions and suggestions and foster harmony to contribute to the innovation process. Jong and Roth (2015) emphasize the importance of a management practice that encourages and guides the structure, processes, and all elements of the business for success in the innovation process. They arrived at this conclusion based on their extensive study of 2,500 executives in over 300 companies. Furstenthal et al. (2021) also note that success in the innovation process requires a management practice that reallocates resources, promotes flexibility, and increases speed, especially in the post-pandemic period. When all of these factors are evaluated together, it becomes clear that the leader's leadership and the organizational climate they create have a decisive impact on innovation performance. Inclusive leadership can address the need for flexibility, effective resource allocation, and a leadership approach that encourages and embraces diversity, which is considered necessary for innovation. Social Exchange Theory (Blau, 1968; Emerson, 1976) posits that individuals' action-reaction system is based on a process of change. When presented with issues such as trust, loyalty, and power in social interactions, individuals

approach them with a positive and value-giving attitude. Inclusive leaders (IL), on the other hand, are a type of leadership style that promotes change and development, recognizes and rewards employees' efforts, and champions justice, equality, and joint decision-making (Nembhard and Edmondson, 2006: 947; Carmeli et al., 2010: 252; Randel et al., 2018: 192). IL ensure a psychologically safe and empowering climate for its employees by providing accessible resources in every field. They also foster a supportive organizational climate that encourages innovative work behaviors (Carmeli et al., 2010: 252; Zhu et al., 2020: 2960; Wang et al., 2021: 6). In this context, in improving the situation regarding low innovation performance, it is aimed to examine the effect of inclusive leadership in the establishment of sustainable innovation performance and management understanding and to increase awareness in this direction. With the aim of providing suggestions to businesses, this study systematically and collectively presents the results of empirical studies on the relationship between innovation performance and inclusive leadership. By doing so, it expands the existing literature on the topic. Additionally, the study raises awareness of the importance of IL in promoting innovation performance and establishing a sustainable management approach and is expected to contribute significantly to practical applications.

1. Literature Review
1.1. Inclusive Leadership

The importance of human resources in business cannot be overstated. However, leaders play a particularly important role in ensuring a fair distribution of work, creating a sense of belonging, and facilitating joint decision-making. The abilities and characteristics of leaders have the power to make employees feel valued and to create a working environment that is respectful and fair. Specifically, the discourse and behavior of leaders can make employees feel included in organizational processes, leading them to express their thoughts freely and to make greater efforts to cooperate for the success of the organization. Organizations can achieve innovative and creative outputs that improve performance by utilizing this process. Inclusive leadership (IL) is considered a distinct skill that empowers companies to adjust to diverse concepts, abilities, customers, and markets (Bourke and Titus, 2020: 1).

The definition of IL was established in 2006, referring to the behaviors and communication of leaders who recognize and appreciate the efforts of their subordinates, thus motivating them to contribute more (Nembhard and Edmondson, 2006: 927). This definition emphasizes the importance of appreciating employees' efforts. Carmeli et al. (2010: 250) stated that inclusive leaders exhibit 'openness, accessibility, and availability' in their interactions with followers. Thus, the characteristics of inclusive leaders are being explained. According to Randel et al. (2018), IL can be defined as an approach to leadership that prioritizes supporting employees as a group by ensuring fairness and equality, promoting diverse contributions, and providing opportunities for shared decision-making. The theoretical foundations that encourage this leadership style are based on the concept of 'inclusiveness' in organizations. The term inclusion, which comes from the combination of the Chinese words 包*(Bao) and* 容 *(Rong)*, emphasizes the importance of creating a sense of belonging in the workplace. Bao means to include, while Rong refers to tolerating certain actions and accepting different forms of behavior (Siyal et al., 2023: 3). In this way, employees feel that the organization has a distinct

identity. Inclusivity is defined as "the degree to which an employee feels respected in the workplace, a sense of belonging and being treated as a unique individual" (Aslan et al., 2021: 170). One of the fundamental roles of managers is to ensure a fair distribution of organizational resources, opportunities, and rewards among employees. When employees feel included, they are highly influenced by their managers' discourses and behaviors. Therefore, IL is necessary in organizations that strive to promote inclusiveness.

Inclusive leaders are effective in creating an environment where equal and fair behavior is prevalent among groups and group members within the organization. This promotes a strong sense of belonging among employees by eliminating feelings of exclusion and fear. According to a study conducted by Nembhard and Edmondson (2006), IL has a positive effect on employees' psychological safety and encourages them to work more efficiently. As managers' IL levels increase, employees are more likely to participate in decision-making processes, resulting in higher performance (Blau, 1968: 452). When employees feel empowered to be involved in organizational activities and decisions, they respond with proactive behaviors.

According to organizational support theory, IL increases the likelihood of employees exhibiting positive and extra work behaviors. IL strengthens the interaction between the leader and their followers, encouraging employees to pursue organizational goals, job satisfaction, and performance (Carmeli et al., 2010: 251). Similarly, innovative work behavior has positive effects on various outcomes, including team innovation, strategic flexibility, and diversity climate. Disseminating innovative and creative ideas can thus improve organizational performance.

1.2. Inclusive Leadership and Innovation Performance

According to Li and Tang (2022), IL is an essential tool for managing workforce diversity and promoting organizational inclusion. Its three pillars of 'openness, accessibility, and availability' can drive innovation performance at all levels (the individual, group, and organizational). Javed and his colleagues (2019a; 2019b) found evidence of the positive impact of inclusive leadership on innovative work behaviors at the individual level in their study. Accordingly, employees' perceptions of their managers' inclusive leadership can influence individual innovation performance in three ways (Li and Tang, 2022: 2). The first effect is based on the social exchange theory, which posits that employees are more likely to exert effort and take action in response to the resources offered by managers, whether material or non-material (Blau, 1964). Thus, a social exchange relationship established between managers and employees can have a positive impact on organizational performance and outputs. Inclusive leadership, which fosters employees' sense of belonging, acts as a supportive resource at the psychological level. In return for the services provided by inclusive leaders, employees respond by increasing their levels of innovative and creative performance. In other words, employees tend to respond by exhibiting extra-role behaviors, such as innovative work behaviors (Choi et al., 2015: 931). The second effect of IL on individual innovation performance is related to allowing employees to express their opinions openly. Inclusive leaders are open to different ideas and create the perception that they are always ready and accessible as listeners to their employees. As a result, employees can freely express their opinions and propose new ideas, knowing that they will not be ignored (Carmeli et al., 2010: 252). The third

effect of IL on individual innovation behaviors is based on the open communication process. The presence of leaders who are always open to communication and willing to support their employees instils trust and belonging in employees, enabling them to engage in innovative behavior (Clegg et al., 2002: 409).

In order to improve organizational performance, it is important to focus on both group and individual performance. Leaders cannot rely solely on individual behaviors to increase innovation performance at the organizational level. Instead, they must also encourage team-oriented studies that promote in-group and inter-group commitment (Morgeson et al., 2010: 8). IL, with its characteristics of 'openness, accessibility, and availability', can foster behaviors such as increasing team members' loyalty to their groups, encouraging them to generate innovative ideas, and promoting cooperation to enhance group innovation. On the other hand, it can enable them to focus on group goals by reducing/eliminating communication barriers between group members with different personalities. Thus, it can create a social environment where coordination can be achieved within the group (Mor-Barak, 2003: 145).

When viewed from a systems approach, it is clear that evaluating organizations solely based on individual and group performance is not sufficient. It is necessary to consider innovative interactions between groups from a holistic perspective. Additionally, innovation performance encompasses a wide range of factors beyond just the interaction between managers and employees in the context of inclusive leadership. Therefore, the interactions between groups as a whole, including those with their managers and other groups, also significantly impact organizational outputs at an innovative level. According to Winters (2013: 206), IL encourages the establishment of an inclusive environment that acknowledges and accepts diverse approaches, styles, perspectives, and experiences. Thus, it enables group performance to increase by effectively managing individual diversity within the organization. In addition, When a group member within the organization sees that innovative ideas and actions are appreciated by inclusive leaders in other groups, they may believe that they can experience similar effects by acting in the same way. Thus, intergroup interaction can increase innovation performance.

IL has been found to have multi-level effects on innovation performance. IL acknowledges and appreciates individual differences among its employees and adjusts its approach accordingly. This creates a perception that every employee's concerns and ideas are valued and fosters a sense of confidence in suggesting new ideas without fear of punishment or rejection. With this supportive environment, employees are more likely to think innovatively and focus on their goals. As a result, innovation performance can improve at the individual, group, and organizational levels when employees feel accepted and appreciated for their differences in the workplace.

2. Methodology

The study aims to explore the relationship between innovation and inclusive leadership and provide recommendations based on the findings. The systematic review method was used to identify relevant studies, following a set of steps outlined by Littell et al. (2008). Studies were included if they were empirical, qualitative or quantitative and examined issues related to innovation and inclusive leadership. The search was conducted on the 'Web

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of Science' electronic databases, using *innovation* and *inclusive leadership* as keywords. Initially, 46 studies were identified, but after applying inclusion criteria and removing duplicates, the study continued with 34 studies. These 34 studies represent all available empirical research on the topic. Publications were classified by author, publication date and sample. The findings and results of the studies were then analyzed and summarized in detail.

3. Findings

Table 1 contains the details of 34 studies that were analyzed based on their inclusion criteria and main objective.

Table 1. Descriptive Information of Determined Studies

	Author/s	Title	Sample
1	Zhang et.al, (2022)	Chinese nurses' innovation capacity: The influence of inclusive leadership, empowering leadership and psychological empowerment	1355 nurses in China
2	Duc and Tho, (2023)	Inclusive leadership and team innovation in retail services	300 team leaders in retail services
3	Gong, et al., (2021)	Inclusive leadership, ambidextrous innovation and organizational performance: the moderating role of environment uncertainty	325 High-tech enterprises' employees
4	Ye et all., (2019)	Inclusive leadership and team innovation: The role of team voice and performance pressure	230 members from 55 teams
5	Vladić et all., (2021)	Determinants of Innovation Capability: An Exploratory Study of Inclusive Leadership and Work Engagement	in-depth interview with the CEO
6	Javed et.al., (2019a)	Inclusive leadership and innovative work behavior: The role of psychological empowerment	390 employees in the information technology and cargo sectors within the United Kingdom and Canada.
7	Mitchell and Boyle, (2021)	Professional faultlines and interprofessional differentiation in multidisciplinary team innovation: The moderating role of inclusive leadership	70 interprofessional health care teams
8	Mansoor et.al., (2021)	Does inclusive leadership incite innovative work behavior?	217 employees working in Pakistani banks
9	Zhu et al., (2020)	The Paradoxical Effect of Inclusive Leadership on Subordinates' Creativity	393 Full-time and front-line employees

Table 1 (Continued). Descriptive Information of Determined Studies

|	Author/s	Title	Sample
10	Wang et al., (2021)	Moderating Multiple Mediation Model of the Impact of Inclusive Leadership on Employee Innovative Behavior	418 employees of the manufacturing industry in China.
11	Javed et.al., (2019b)	Impact of inclusive leadership on innovative work behavior: The role of psychological safety	390 supervisors-subordinates dyads working in textile industry in Pakistan.
12	Shafi et.al, (2023)	Impact of inclusive leadership on project success through climate for innovation: the moderating role of knowledge sharing	201 participants working in project-based organizations in Pakistan
13	Zhao et al., (2022)	Impact of ambidextrous human resource practices on employee innovation performance: the roles of inclusive leadership and psychological safety	788 employees from 32 companies across different industries in China
14	Fang et al., (2021)	An empirical study of the relationship between inclusive leadership and business model innovation	30 enterprises in Zhejiang Province, China
15	Gupta et.al., (2022)	Impact of Inclusive Leadership on Innovation Performance During Coronavirus Disease 2019 Outbreak: Mediating Role of Employee Innovation Behavior and Moderating Role of Psychological Empowerment	300 employees in Saudi manufacturing firms
16	Jolly and Lee, (2021)	Silence is not Golden: Motivating Employee Voice through Inclusive Leadership	440 hospitality employees
17	Wu and Li, (2023)	Impact of inclusive leadership on employees' innovative behavior: A relational silence approach	263 in-service leaders and employees
18	Choi et al., (2017)	Inclusive Leadership and Employee Well-Being: The Mediating Role of Person-Job Fit	207 employees in five telecommunication companies in Vietnam
19	Montero-Muñoz, and Calderón-Gómez, (2020)	Associativity, inclusive leadership and local economic development. The Group of Independent Artisans of Mompox	interviews with artisans and local leaders, this article analyzes the filigree sector in Mompox, Colombia

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Table 1 (Continued). Descriptive Information of Determined Studies

	Author/s	Title	Sample
20	Nguyen et.al., (2022)	Inclusive Leadership and Creative Teaching: The Mediating Role of Knowledge Sharing and Innovative Climate	468 high school teachers in Vietnam
21	Khan et.al., (2022)	Employee mindfulness, innovative work behaviour, and IT project success: the role of inclusive leadership	347 information technology project employees
22	Carmeli, et al, (2010)	Inclusive Leadership and Employee Involvement in Creative Tasks in the Workplace: The Mediating Role of Psychological Safety	150 employees
23	Mir et al., (2021)	Impact of Inclusive Leadership on Project Success: Testing of a Model in Information Technology Projects	Information technology projects in Pakistan
24	Ackaradejruangsri et.al., (2022)	Exploring the Determinants of Young Inclusive Leadership in Thailand: Research Taxonomy and Theoretical Framework	interviews with 12 young Thai leaders
25	Fang, et.al., (2019)	The Impact of Inclusive Leadership on Employees' Innovative Behaviors: The Mediation of Psychological Capital	351 employees in China
26	Javed et al., (2018)	Inclusive Leadership and Innovative Work Behavior: Examination of LMX Perspective in Small Capitalized Textile Firms	150 supervisors-subordinate dyads in small capitalized firms
27	Khan et.al., (2020)	Does inclusive leadership affect project success? The mediating role of perceived psychological empowerment and psychological safety	328 employees working in project-based organisations across the information technology industry.
28	Shah et al., (2021)	The Inter-Relationship between CSR, Inclusive Leadership and Employee Creativity: A Case of the Banking Sector	533 banking sector employees in Pakistan
29	Bhutto et.al., (2021)	Green inclusive leadership and green creativity in the tourism and hospitality sector: serial mediation of green psychological climate and work engagement	302 employees in the tourism and hospitality sector
30	Thabet et.al., (2023)	Does green inclusive leadership promote hospitality employees' pro-environmental behaviors? The mediating role of climate for green initiative	254 employees working in the hospitality industry

Table 1 (Continued). Descriptive Information of Determined Studies

	Author/s	Title	Sample
31	Katsaros (2022)	Exploring the inclusive leadership and employee change participation relationship: the role of workplace belongingness and meaning-making	155 employees from 31 teams from a branch of a multinational pharmaceutical company in EU
32	Zhong and Luo, (2022)	The Trickle-Down Effects of Inclusive Leadership on Employees' Innovative Behavior: The Joint Moderating Effects of Vicarious Learning and Organizational Inclusion Climate	74 leaders 524 employees
33	Fu et.al., (2022)	An Inclusive Leadership Framework to Foster Employee Creativity in the Healthcare Sector: The Role of Psychological Safety and Polychronicity	366 employees of the selected hospitals
34	Shao et.al., (2022)	A CSR Perspective to Drive Employee Creativity in the Hospitality Sector: A Moderated Mediation Mechanism of Inclusive Leadership and Polychronicity	427 leaders and employees

Figure 1 displays the distribution of studies from Table 1 across the years, indicating that interest in the concept has grown since 2020.

Figure 1. Distribution of Studies By Years
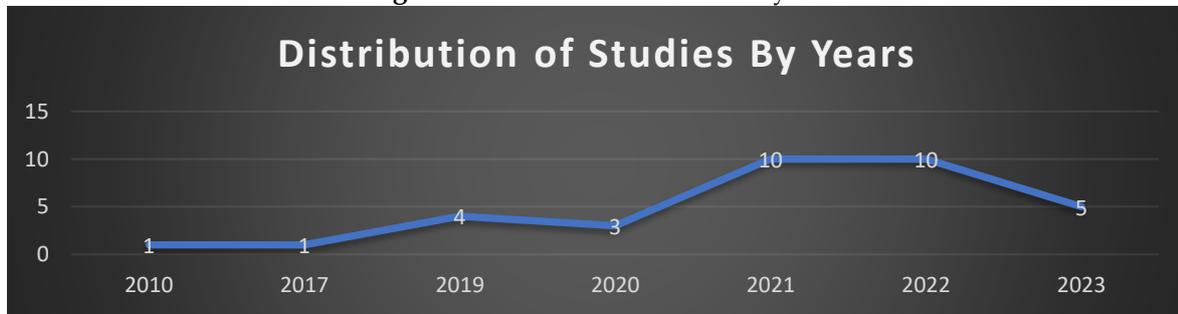
The studies examined reveal that psychological empowerment, team innovation, and employee creativity are often analyzed alongside inclusive leadership (Figure 2).

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Figure 2. Keyword Co-Occurrence Map

The results obtained from the study are as follows:

➢ *Inclusive Leadership significantly increases the innovation performance and overall performance of the business:*

Gong et al. (2021) found that IL positively affects organizational performance and that exploratory and exploitative innovations play a mediator role in this effect. This shows that IL has a clear impact on introducing a new product or service in a disruptive way, whether it is aimed at improving employees' existing product skills and competence. In the study, it was also examined whether the effect of IL changed in accordance with the situation of the organization. It has been determined that the effect of IL on innovation and organizational performance increases in environments with high environmental uncertainty.

It is emphasized that IL's trust, humility and empathy-based approaches in leadership practice are decisive in the formation of this effect, in which IL increases employees' work engagement and innovation capabilities (Vladić et al., 2021: 130).

A study that examines three levels of leadership practices reveals important results regarding inclusive leadership. Zhong et al. (2022) explore the interaction between top management, supervisors, and employees in terms of leadership practices and find that the supervisor's inclination towards inclusive leadership has a significant effect on employees' innovative behavior. Additionally, the study determines that vicarious learning and an inclusive organizational climate increase the impact of top management's inclusive leadership practices on supervisors' inclusive leadership practices. It is also noted that young leaders who embrace diversity and entrepreneurship tend to act openly and inclusively towards innovations (Ackaradejruangsri et al., 2022: 1).

➢ *Inclusive leadership can increase team innovation in businesses:*

Team-based work and team innovation are increasing day by day due to project-based business processes and product service delivery approaches. Inclusive leadership has been shown to increase team innovation. Within this interaction mechanism, it has been found that team voice further enhances the positive effect of inclusive leadership (IL) on team innovation performance. Employee voice refers to the ability of employees to express their thoughts and opinions about their work without fear of negative consequences, regardless of their location, schedule, or method of working. When employee voice channels are functioning properly, employees may experience an increase in their sense of worth, trustworthiness, and decision-making power. Ultimately, this can lead to an improvement in their job satisfaction and overall innovation performance. Moreover, it has been observed that the effect of IL on team performance is even greater when performance pressure is high (Ye et al., 2019: 468). Another important factor between IL and team performance is the psychological contract. According to studies by Duc and Tho (2023), inclusive leaders who take into account individual expectations, beliefs, and wishes of their employees while clearly expressing their mutual expectations and requirements, i.e. making a psychological contract, are more likely to foster team innovation. In this context, employee voice and psychological contract are crucial factors within the organizational climate created by inclusive leaders. As a result, employees' ability to offer innovative solutions and suggestions is increasing.

➢ *Inclusive leadership significantly affects the increase of innovative work behavior*:

In the development of innovative services and products, it is crucial that employees exhibit innovative work behaviors that meet the needs of the organization. IL has emerged as a significantly effective element in the formation of innovative work behavior (Mansoor et al., 2021: 93). In this process, IL is formed by influencing and activating various organizational and individual dynamics. By adopting an embracing, supportive leadership approach, IL paves the way for the formation of Psychological Capital (PsyCap) in employees (Fang et al., 2019: 480). PsyCap reflects an optimistic attitude towards work and life. With the positive climate created by IL in the organizational environment, PsyCap increases, paving the way for an increase in the creative behavior of employees.

It has been emphasized that IL has a positive effect on Leader-Member Exchange (LMX) (Javed et al., 2018: 103) and psychological empowerment, which is a determinant in the increase of Innovative Work Behavior (IWB) (Javed et al., 2019a: 554). Psychological empowerment, in particular, relates to the motivation derived from an intrinsic task and has four cognitive orientations: competence, meaning, self-determination, and impact. It reflects an individual's personal orientation towards their job role (Spreitzer, 1995: 1442). IL plays a crucial role in developing psychological empowerment and effective interaction with their subordinates (LMX) and promoting proactive behavior among employees, resulting in innovative work behavior.

It has been emphasized that IL enables employees to produce creative and innovative solutions in a psychologically trusting environment (Carmeli et al., 2010: 250; Javed et al., 2019b: 117; Zhu et al., 2020: 2960; Wang et al., 2021: 1). Such an environment results in increased involvement in IWB activities. Research has shown that psychological safety has a greater

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impact on IWB than creative self-efficacy (Wang et al., 2021: 1), indicating that the psychological support and trust environment experienced by employees within the organization is more important than their own belief in their ability to perform creative activities. However, it has also been pointed out that employees may limit their creativity due to a decrease in challenge-related stress in this psychologically safe and comfortable environment (Zhu et al., 2020: 2960).

According to Wang et al. (2021), providing employees with material or non-material rewards for their innovation performance can increase the effect to a certain extent in the relationship between IL and IWB. Additionally, Gupta et al. (2022) found that psychological empowerment activities positively influence employees' innovative behavior.

Various platforms state that the burden on employees in today's organizational environments has significantly increased. This increase has greatly affected their lives, especially their physical and mental health. The pressure to innovate in businesses raises performance expectations for employees, and as a result, job stress is increasing day by day. In this context, the environment of communication, trust, and support created by Inclusive Leadership (IL) positively affects the well-being of employees and enhances their Innovative Work Behavior (IWB) (Choi et al., 2017: 931). Furthermore, IL's effective communication, accessible and inclusive approach in its relationship with employees, and ensuring that employees work in a place that suits their expectations and abilities, i.e., ensuring person-job fit, significantly increases employee well-being and innovation performance (Choi et al., 2017: 931).

➢ *IL plays an important role in increasing the innovation performance and capability of businesses in the healthcare, banking, education and hospitality sectors, where innovation plays a critical role:*

In terms of increasing sectoral performance, a study examining craftsmen in the filigree industry in Latin America shares that it does not support young and new craftsmen as a collective approach to producing new products and services (Montero-Muñoz and Calderón-Gómez, 2020: 193). In this context, it is shared that the development of young craftsmen in local development and providing sustainable products and services and the creation of an environment in which they can reveal themselves and their talents are possible by adopting the IL leadership style.

As in every sector, it is important to develop information and teaching tactics suitable for rapidly developing conditions in the education sector in terms of obtaining effective results. At this point, it is shared that school principals who exhibit IL style have a significant impact on teachers' knowledge sharing and the creation of an innovative climate, and this situation is effective in teachers' adoption and implementation of creative teaching techniques (Nguyen et.al., 2022: 1).

In the rapidly developing field of health, it is crucial to develop innovative behaviors and adopt innovations. According to Zhang et al. (2022), the adoption of the IL approach increases the innovation capacity of nurses. It has also been noted that the healthcare sector affects the ability of hospital employees to produce innovative solutions and suggestions (Fu, et al., 2022: 4519).

Interdisciplinary teams and their effective functioning play an important role in solving problems and developing innovative applications in healthcare organizations. At this point, IL approach significantly influences interprofessional healthcare teams to produce innovative solutions (Mitchell and Boyle, 2021: 332).

Continuous improvement and innovation in products and services are essential, particularly in businesses like accommodation, where daily operations are dynamic and customer satisfaction directly impacts success. The effectiveness of service innovation is directly related to the performance of front-line service delivery. In this regard, it is important to consider employee feedback in understanding customer expectations. It is suggested that the supportive features of IL can increase employee voice, which can effectively improve service innovation performance by clearly revealing employees' business processes and customer expectations (Jolly and Lee, 2021: 1092). Also, diversifying customer expectations and CSR practices requires continuous presentation of green practices and innovative solutions in the accommodation sector. Bhutto and Colleagues (2021) conducted studies in this sector and made important determinations. They found that employees' green psychological climate perceptions (GPC) and green work engagement (GWE) levels increase within a climate created by employees' green IL leadership approach. It has also been determined that employees' green creative behaviors increase with work engagement, trust, and a psychological climate in which they feel comfortable expressing themselves. Another study in the hospitality industry revealed that the green IL leadership approach increased employees' task-related pro-environmental behavior and environmentally focused organizational citizenship behaviors (Thabet et.al., 2023: 43).

In today's work environments, employees often perform multiple interconnected tasks, leading to a high rate of employee polychronicity. In such cases, building a supportive and meaningful work environment is crucial. In particular, the hospitality industry requires creative service solutions, and it is important to examine employee behavior. Shao et al. (2022) conducted a study and found that in environments with high employee polychronicity, employees' perceptions of the organization's corporate social responsibility (CSR) policies and practices increase their creative performance. The IL approach has a significant impact on this relationship. In light of these findings, it is clear that adopting the IL approach in the accommodation sector has significant contributions.

Although creativity and innovation are important in every industry, it is especially crucial in the banking sector, where the main product is finance, and product innovation must continuously meet diverse customer expectations. Shah et al. (2021) examined employee creativity levels and the relationship between CSR IL and creativity in the banking sector. The study highlights that employees care about their bank's CSR practices, and their perception of the bank's CSR performance affects their creativity. Additionally, the study finds that IL leadership plays a significant role in this relationship.

➢ *The success rate of innovation-based projects is significantly affected by IL:*

The organizational environment created by the leadership approach plays a decisive role in the success of innovation projects. Research has stated that IL has a significant effect on creating a climate for innovation in the organizational environment, and the success rate of

innovation projects increases with IL-supported organizational climate (Shafi, et al., 2023: 201). Additionally, Khan and his colleagues (2020) emphasize the contribution of IL to the success of innovation projects, which supports the findings of this study.

The growing number of project-based groups has led to increased interest and expectations regarding their effectiveness. Khan et al. (2022) examined the relationship between employee mindfulness, project success, innovative work behavior, and IL in project groups. Mindfulness in the workplace involves being aware of one's thoughts, emotions, and actions while maintaining a calm and collected approach to completing tasks. Adopting the IL approach can increase the mindfulness and innovative work behavior levels of the project team, which significantly contributes to project success.

➢ *Ambidextrous HRM makes a significant contribution to the relationship between innovation performance and IL:*

Creating an ideal climate for innovation and establishing a balance between efficiency and flexibility in the organizational environment are important responsibilities of the human resources department. Social Exchange Theory (SET) describes a system of exchange based on actions and reactions (Blau, 1964; Emerson, 1976). The theory posits that individuals engage in exchanges in the expectation of receiving rewards for their efforts. Therefore, the way employees are treated directly affects their behavior, especially their ability to produce innovative solutions. In this context, Zhao et al. (2022) examined the ambidextrous HRM approach in their studies. This approach, in addition to the traditional HRM approach, implements two-way policies based on the organizational commitment and cooperation of employees in the organization. The results show that AHRM practices significantly increase the impact of innovation performance, and IL plays an important role in achieving the goal of AHRM practices.

➢ *IL plays a major role in increasing business model innovation*:

Openness, accessibility, and availability are characteristic features of Inclusive Leadership (IL), which significantly affect the level of Business Model innovation among employees. This means a company's ability to review its products and services to meet market and customer expectations and offer innovation in its business model. It is emphasized that in this process, openness and accessibility features are more dominant, and it is important for the IL approach to support differences and new initiatives (Fang et al., 2021: 480).

IL also contributes significantly to employees' ability to obtain information from various sources by supporting boundary-spanning exploration activities and finding innovative solutions and suggestions beyond organizational boundaries and conventions. In addition, IL increases employees' sense of belonging to the workplace and their ability to create meaning for their work. Within this framework, employees' participation in change and creating innovative products and services increases significantly (Katsaros, 2022: 158).

CONCLUSION AND RECOMMENDATIONS

In addition to the challenges businesses face in achieving effectiveness and efficiency, the expectation of high innovation performance means they must operate in a highly competitive industry environment. Innovation capabilities enable them to maintain a

sustainable competitive advantage. Unfortunately, low innovation performance can lead to a wastage of resources and time, with up to 90% failure rate depending on the complexity of the product or service offered. At this point, employee commitment to organizational goals and innovative work behaviors become critical in reducing this negative situation. The management approaches of leaders in an organization are instrumental in creating an innovative organizational climate. Inclusive Leadership, a leadership style that is supportive, open to new ideas, democratic, and encourages entrepreneurial behavior, plays a critical role in fostering both innovative performance and an innovative employee profile. Inclusive leadership fosters an environment of trust, support, cooperation, and encouragement that is essential in today's business environment, from innovation performance to overall performance. Inclusive leaders closely monitor the formation of psychological capital among employees to foster innovation performance and creative business behaviors. Inclusive leadership offers significant advantages in every sector by making employees feel psychologically safe and empowered and supporting their development through leader-member exchange. This is especially true in the banking, accommodation, education, and health sectors, where the demand for innovative services and products is high. In addition, IL increases business model innovation by creating awareness and self-efficacy in employees to meet changing expectations. IL ensures the formation of an employee profile that closely follows customer and market expectations and benefits from alternative sources for information and innovation. In all these respects, inclusive leadership stands in contrast to authoritarian leadership styles, which are now outdated. Inclusive leadership allows for the proper management of differences, and it is an issue that should be emphasized by all organizations. In this context, it would be appropriate for businesses to review their current leadership practices and adopt inclusive leadership in order to develop effective management practices and improve innovation performance. This is particularly important given the high competition, increasing focus on innovative green-themed products and services, and the need for corporate social responsibility that is now on the agenda for many businesses. As the studies mentioned above clearly state, the approach and encouragement of top management have a decisive effect on the development of inclusive leadership at all levels within a business. After assessing the organization's current leadership perception and innovation climate, top management should initiate the change process with a supportive and broad statement of will to adopt an inclusive leadership approach. HRM activities play a vital role in this process. To improve the interaction between employee-leader-innovation performance, leaders' and employees' characteristics and developments should be closely monitored and evaluated. To adopt an inclusive leadership approach, the following steps should be taken: awareness training, courses on behaviors that encourage the IL approach in daily activities, and an effective vertical and horizontal communication mechanism. These steps will help establish an organizational culture that is more democratic, has a high diversity orientation, is open to innovative ideas and suggestions, is psychologically strong, and consists of employees who are aware of their talents and opportunities and have an innovative perspective.

The inclusive leadership approach, one of the postmodern leadership styles, contributes greatly to sustainable competitive advantage and effective management, as well as to the business and innovation process. Therefore, it is recommended that businesses initiate a change and development process in alignment with the aforementioned suggestions.

Statement of Research and Publication Ethics

As the study was written in the form of a review article, an ethics committee report was not prepared.

Authors' Contribution Rates to the Article

The author carried out the writing process of the article alone, and the contribution level is 100%.

Conflict of interest

There is no conflict of interest.

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