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Using SEM model, investigate inclusive leadership, job crafting and innovative work behavior among IT sector employees

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Abstract--The main intent of the study's overarching goal is to determine if there is a correlation linking inclusive leadership, job crafting, and innovative employee actions among IT workers. The data was gathered from 378 workers working in the South of IT Park in Coimbatore using a questionnaire survey method. We utilized SPSS and AMOS software to analyze the data, and we employed confirmatory factor analysis to evaluate our hypotheses. The results showed that various forms of Job Crafting had a mediating effect on innovative work behaviour, which in turn had a direct and indirect impact on inclusive leadership. The results also back up the hypothesis that inclusive leadership encourages creative actions on

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the job. Therefore, employees are more likely to improve their social resources when leaders act inclusively, while employees are less likely to engage in innovative work behaviours when they rely too much on social resources.

Keywords---Creative Actions, Inclusive leadership, Innovative work behaviour, Job crafting, Social Resources.

1. Introduction

In today's competitive and technology driven world, Innovation becomes a vital part in day to day life of every organization business environment and knowledge workers are increasingly high in demand (O'Donovan, 2020). Without Innovation no organization thrives into different sectors due to very low product life cycle and emergent development of globalization (Lenka and Gupta, 2019). In recent years companies come forward to encourage their employees to develop creative ideas in order to enhance higher output from the employees (Guo, Yinping *et.al*, 2023). An organization's innovative work behaviour is the result of enthusiastic and imaginative attempts by its employees to restructure data and using previously acquired information in a variety of various ways to develop new goods and procedures, ultimately aiming to improve the organization's generally good organization. (Wei Zhang and Tachia Chin, 2024).

A significant change in the workforce, impacting a quarter of all employment, will be brought about by task automation in the next five years, as predicted by the World Economic Forum (2023). Plus, almost 60% of the workforce will need additional training by 2027. As more and more robots take over today's fast-paced workplaces, utilizing cutting-edge technologies like cloud computing and machine learning, new worries regarding the connection among inclusive leadership and creative behaviour on the job have surfaced, according to recent studies (Wei Zhang and Tachia Chin, 2024). Innovative work behaviour of an employee is being encouraged by academic researchers and it's a new approach to encourage the employees (Khan *et al.*, 2021).

Additionally a lot researcher taken a way forward in exploring and encouraging Innovative work behaviour of an employee. As innovation becomes very conscious and obvious decision of any organizational Success and to seek out what most significant factor influence employees innovative work performances and the extension of the organization (Riaz *et al.*, 2018). There has been a dearth of research on the issues facing organisations in their current state; this study aims to fill that void. So employees come up with new ideas and concepts to improve their job performance, which is one component of innovative work behavior (Xu & Suntrayuth, 2022). However, extensive research has shown that innovative work behavior is a reliable predictor of employee innovation. Inclusive leadership styles enhance employee innovation, which improves innovative performance.

The phrase "leader inclusiveness" was first used by Nembhard and Edmonson, who defined it as leaders' ability to inspire and value their employees' contributions through their words and actions. The goal of inclusive leadership,

according to Hollander, is to create a mutually beneficial connection between superiors and subordinate (Dheyaa Falih Bannay *et al.*, 2020). A model known as the Self-Determination Theory was established by scholars Deci and Ryan. Looking at SDT from an Inclusive leadership perspective reveals how to inspire and involve teams all around the world.

The author suggests that inclusive leaders will showcase their capacity in maintaining their crew members by indicating admiration, high regard, patience, consideration, appreciation, and support (Qi *et al.*, 2019). The researchers have taken a holistic view of inclusion, which they define as "the degree to which an individual experiences a sense of belonging within a group or organization as a consequence of receiving care that meets their needs for both uniqueness and belonging in the context of the achievement of defined goals." (A.E. Randel *et al.*, 2018).

The researchers argues that one of the main aspects that affects innovation and inventiveness. Business environment is leadership. Support, uniqueness, and transparency are the hallmarks of inclusive leadership. Anxieties regarding how leadership generates innovative behaviour on the job are abundant in the evaluation of the available material. The link among inclusive leadership and employees' inventive work performance has been the subject of very few research (Dheyaa Falih Bannay, 2020). According to recent literature review, a leader's role is very decisive in motivating their employee's assimilation and participation since it enriches positive work environment and employee blissfulness (Dheyaa Falih Bannay, 2020). Another researcher argues that to make decisions that lessen the likelihood of blindness, it is important to respect the uniqueness and diversity of thought among team members, which includes appreciating and embracing one another's differences while still working together (Ana Krajnovic *et al.*, 2023). With inclusive leadership, leaders show that they value diversity in the workplace, involve employees in decision-making, foster creativity through cognitive mechanisms, and help employees learn and grow so that they can better contribute to the organization's goals. What's more, it means that the whole team is thinking about new opportunities, getting ready for change, and supporting the organization's structure and culture, all of which have a significant influence on the creative process (Zhen Li *et al.*, 2024).

On the flip side, the researcher has a mediating variable in order to accurately grasp the method of the link among leadership inclusiveness and inventive work performances (Javed *et al.* 2021). In light of this requirement, this research introduces job crafting as an additional task performance within the context of the connection among IWB and inclusive leadership. (Yinping Guo, 2023). When Wrzesniewski and Dutton initially proposed the term "job crafting," they were making a point about how workers make mental and physical adjustments to their work. Workers may alter their responsibilities or even completely redraw the contours of their work as a result of these changes. (Tamer Mohamed Abbas, 2023). Due to the fact that members of a workgroup often share experiences, procedures, and interactions, job crafting often takes place both at the individual and team levels.

Prior studies have shown a correlation between inclusive leadership and creative problem-solving on the job. Nevertheless, there is a dearth of literature on the topic of how other variables affect this association. In particular, we are interested in learning how variable job crafting influences the linkages among inclusive leadership and creative work performance of the job. Job Crafting is a down to business effort performances with the aim of improving and reforms the everyday jobs or relationships to maintain the job demanding, appealing, and vigorous. Especially in contrast to more traditional approaches to job creation, which sometimes seem like a hierarchical process in which managers create positions and then direct employees to carry them out in accordance with those positions' predetermined specifications (Kim *et al.* 2018).

Our present study's overarching goal is to learn more about the nature and extent of the connection between inclusive leadership and creative problem-solving in the workplace. While Job Crafting is receiving a lot of attention from researchers right now, there needs to be more investigation into how these aspects interact with one another.

When people intentionally shape their occupations to achieve their objectives, such enhancing work procedures or establishing clearer boundaries, this is called job crafting. Discord between one's values and those of one's employer is a major motivator for job crafting (Daokui Jiang, 2024). Coimbatore, because of its large textile sector, information technology industry, and small and medium-sized businesses, Coimbatore is nicknamed the Manchester of South India.

After Chennai, this city ranks second in Tamil Nadu for software production. This study mainly focuses on the IT sector employees who work in Coimbatore region. Coimbatore is quickly becoming known as a major centre for information technology in India. Its expansion in the IT industry is due to several things and overall it becomes a promising position to become an IT hub due to its combination of talent, infrastructure, and supportive policies.

1.1 Background Theory

The connection among self-determination theory (SDT) and inclusive leadership, creative activity on the workplace, and job crafting. Developing abilities that empower employees and solve their issues is a goal of inclusive leaders and Innovative work behavior is creating and executing novel approaches to problems at work. IWB entails questioning established norms, coming up with novel solutions, and taking chances. Job crafting enables employees take an active role in shaping their work experience. Human motivation and personality are the subjects of self-determination theory (SDT). It seeks to understand human motivation by analyzing the ways in which social and cultural elements either support or impede people's psychological needs and growth inclinations. According to SDT, there is an innate capacity in every human being to develop personally, become better at things that they face, and learn from their experiences. This theory also acknowledges the difference between two types of motivation: intrinsic and extrinsic. An article published in (2022) claims that IWB can be a chain reaction starting with inclusive leadership and ending with autonomous motivation. High levels of both horizontal and vertical trust were also

associated with a greater association between autonomous motivation and Leadership that is inclusive and job crafting are vital concepts.

2. Literature Review

2.1 Inclusive leadership and Innovative work Behaviour

According to (Nguyen *et al.*, 2024), leaders that practice inclusive leadership seek to meet the psychological and emotional requirements of their employees. This method aims to create an inclusive workplace where people of various ages, genders, races, and sexual orientations feel valued and respected (Suleiman *et al.*, 2024). Furthermore, the researcher (Suleiman *et al.*, 2024) states that Employees are more invested when they work for a company whose leadership promotes an inclusive culture. Even more crucially, inclusive leaders listen to and take into account different viewpoints with empathy, maintain a non-judgmental attitude, and keep their doors open. As a result, workers are able to speak their minds without worrying about retaliation or bias. A higher degree of insider status, including the ability to share information, participate in decision-making, have a voice, and have possibilities for upward mobility, is the goal of inclusion strategies (Mariah Van Buskirk, 2020). Research on inclusive leadership is always developing. Many fields have looked into it, including management and business. Fletcher theorized that executives shape company culture by setting an example. They can also strike up conversations with workers and form meaningful bonds with them. Consequently, leaders' actions can have direct and indirect effects on employees' learning behaviours (Mehran Nejati, 2023).

Innovative work is the process of developing, presenting, and implementing novel ideas inside an organization, task force, or team with the goal of improving that entity's performance. Employees that display IWB tend to be more satisfied with their work and more productive, which is why it's promoted and encouraged (Yinping Guo, 2022). Put simply, imaginative actions start with coming up with a practical, fresh, or new concept that seeks to address apparent discrepancies or issues in the workplace. After then, word gets out in the hopes of attracting sponsors, forming alliances to back the proposal, and countering any naysayers. The process culminates in the practical implementation of the innovative concept by means of the creation, testing, and evaluation of a prototype or model (Flores Pérez, 2023)

Innovative work behavior on the part of employees reflects how they personally help the company succeed by solving old challenges in new ways. The process of enhancing efficiency through the resolution of workplace issues is another possible interpretation. Thus, organisational loyalty may be increased and Turnover Intention can be decreased by individual acts that boost performance in the workplace and the process of making things more efficient by fixing difficulties (Chang, 2024). Accordingly, innovation must include the process of idea generation (Qi *et al.* 2019). Adopting items and methods from outside sources becomes easier since innovation does not prioritise doing things first. Team members are more inclined to participate in creative behaviors when leaders proactively foster diverse discourse and communication in a safe environment,

which in turn encourages them to express their ideas and perspectives (Yinping Guo, 2023)

Leadership that is inclusive ensures that everyone is included by meeting the needs of team members and demonstrating support for their perspectives. It also encourages team members to share knowledge and work together to decide what to do next. Genuine collaboration on decision-making across and within tasks. Employees with innovative ideas have the confidence to pursue innovation despite the risk of failure when they have the backing of their coworkers and connections with those higher up the corporate ladder. This makes it simple for them to ask for help from others, which is crucial for bringing their ideas to fruition. (Yinping Guo, 2023). This prompts us to propose the following hypotheses

H1. Inclusive leadership in the workplace is positively correlated with Innovative behavior

2.2 Innovative Work Behavior, Inclusive Leadership, and Job Crafting

The linkage among inclusive leadership and creative work performance of the job has been well-documented. Choi found, for example, that Inclusive Leadership was positively correlated with Innovative Work Behaviour among Vietnamese telecom businesses' employees. A similar result was achieved by (Javed *et al.* 2017) when they examined the linkage among Leadership inclusiveness and creative Work performance in Pakistan's textile sector. (Rashied Mahmud Shakil *et al.*, 2023) proved a positive correlation among inclusive leadership inclusiveness and creative work performance of the job.

Workers are more inclined to look for ways to initiate change, question the status quo, and boost their self-esteem when leaders cultivate strong relationships with them, support their decisions or actions, communicate with them, consult with them, and trust them. Supporters of the self-improvement school of thought argue that people are hardwired to want to continue or develop their positive opinion of you. In line with this, Wrzesniewski and Dutton claim that, according to (Yinping Guo, 2023), it is expected that employees will participate in job creative performance to cultivate and maintain a positive opinion of you as a tool in the socio-political process; job crafting germinates affirmative emotions and helps employees save resources, which in turn promotes and enables creative work behavior.

In more than one manner, the study adds to what is already known. The study begins by looking at how leadership inclusiveness and inventive work performances are related. In this groundbreaking research, job crafting is viewed as a link among leadership inclusiveness and inventive work performances. In addition, we broke down job crafting into its component behavioural aspects rather of viewing it as a whole. This allowed us to examine the impact of each dimension individually and deepen our comprehension of the job crafting hypothesis.

There is no evidence that job crafting acts as a liaison among inclusive leadership and innovative work behavior, but research has shown that it acts as a liaison

among servant leadership (Khan *et al.*, 2020) and transformational leadership (Afsar and Umrani, 2019) and inventive work performances.

H2. Job crafting and inclusive leadership are positively correlated.

H3. Innovative work practices and job crafting are positively correlated.

H4. Innovative Work Practices and Inclusive Leadership Are Mediated by Job Crafting

3. Research Objectives

In this study, we look at the IT industry in India through the lens of Job Crafting, examining in regard to the link between creative action on the job and inclusive leadership. One of the major goals to explore is

1. To find out how inclusive leadership styles affect employees' propensity to be creative on the job.
2. To research how job crafting affects employees' propensity to be creative on the job.
3. To determine how job crafting influences the linkage among inclusive leadership and innovative behaviour in workplace.

4. Research Methodology

4.1 Proposed Research Model

The primary goal of the proposed strategy was to determine whether job crafting acts as a mediator between creative work practices and inclusive leadership. According to the study, workers who have more inclusive leaders are more likely to display creative work practices and have a bigger impact on job crafting.

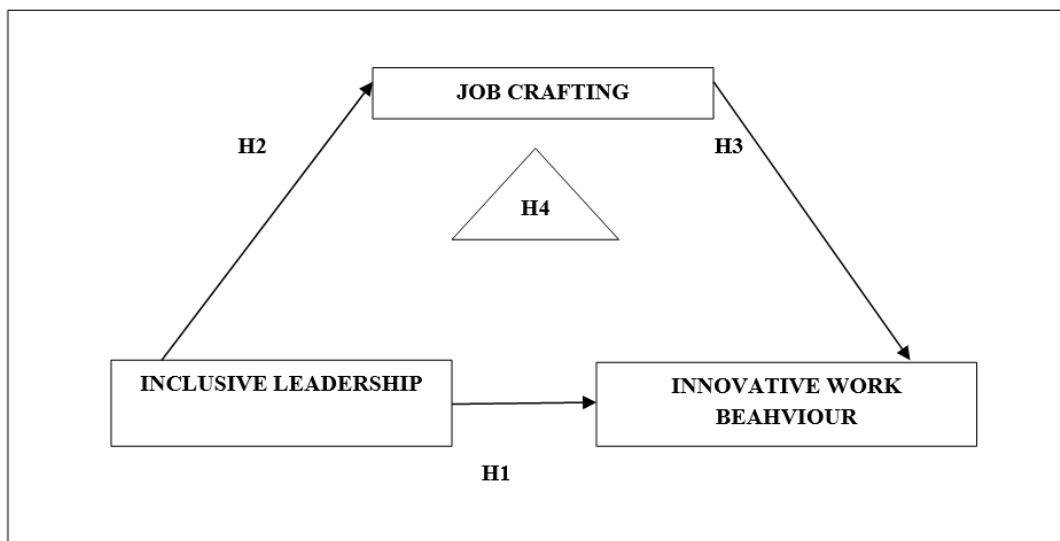


Figure 1 Conceptual Framework

4.2 Methods and Instrument Design

The questionnaire was distributed to employees in online format. This allowed more employees to be included. The participants responded to the items using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The survey involved 378 people who were professionals in the IT field in the Coimbatore region. Among 378 employees, 180 were male and 198 were female. The data was gathered from employees aged between 21 and 50 years. Employees were chosen using a Simple random selection procedure, and data were collected using an online questionnaire.

4.3 Measures used

4.3.1 Inclusive leadership: The Inclusive Leadership Questionnaire was developed based on research conducted by (Randel *et al.*, (2018). For instance, 1. My manager gives me the feeling that I am part of this team) All items are evaluated on a 5-point Likert scale, with 5 denoting "strongly agree." 1 denoting "strongly disagree"

4.3.2 Job Crafting: This assessment was adapted from a questionnaire on job crafting that was created by (Tims *et al.*, 2012). It consists of 15 items (e.g. Introduce new approaches to improve your work all item are evaluated on a 5-point Likert scale, with 5 denoting "strongly agree." 1 denoting "strongly disagree"

4.3.3 Innovative Work Behaviour: (De Jong and Den Hartog's, 2010) Innovative Work Behavior Questionnaire served as the basis for this assessment. It consists of 10 items (e.g. 1. I pay attention to issues that are not part of my daily work). All items are evaluated on a 5-point Likert scale, with 5 denoting "strongly agree." 1 denoting "strongly disagree"

5. Results and Discussion

Table 1 Finding from the Analysis of Correlation and Descriptive Statistics

Variables	Mean	S.D	Cronbach's alpha coefficient	1	2	3
Inclusive Leadership	23.4101	3.78165	0.843	1		
Innovative work behavior	41.0132	5.18438	0.717	0.331**	1	
Job Crafting	60.2937	8.32280	0.891	0.122*	0.532**	1
Note *** Significance level $p < 0.001$; ** $p < 0.01$						

It appears from Table 1 that the Inclusive leadership, Innovative work behavior, and Job Crafting Cronbach's alpha coefficients that were computed were all within the range of 0.843—0.717—0.891. The findings demonstrate that the sample examined possesses a favorable Cronbach's alpha value, within an

acceptable range. The correlation coefficients for the studied variables were determined to be both positive and significant at the 0.001 and 0.01 levels of significance.

5.1 Findings from Confirmative Factor Analysis (CFA)

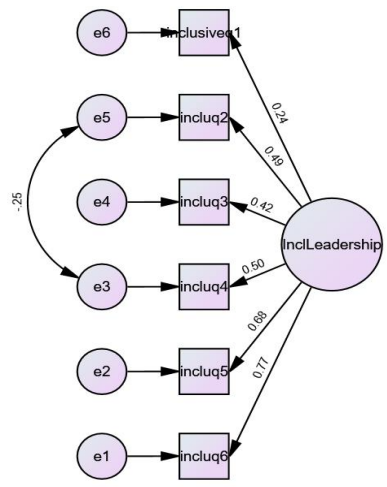


Figure 2: CFA for Inclusive Leadership

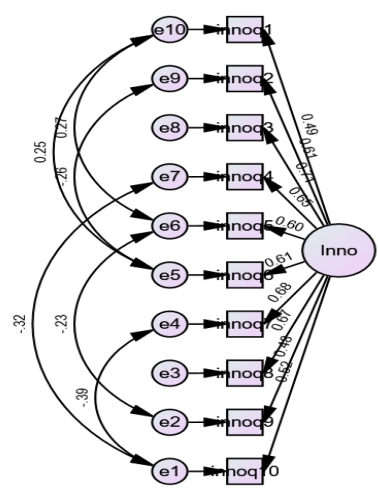


Figure 3: CFA for Innovative work behavior

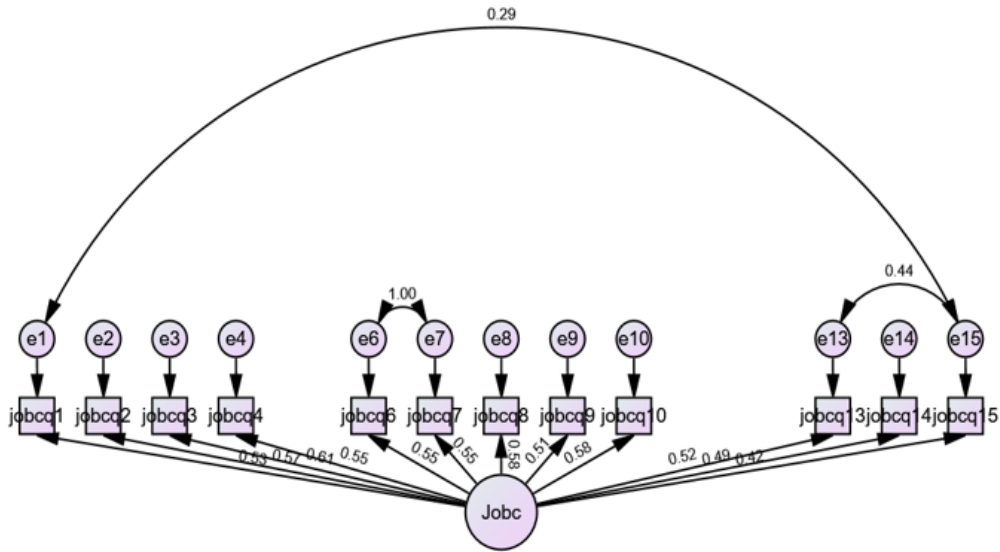


Figure 4: CFA for Job Crafting

Table 2: Goodness of Fit

Model	χ^2 / df	CFI	NFI	IFI	GFI	AGFI	RMSEA
Inclusive leadership	1.857	.980	.959	.981	.981	.967	.048
Innovative WB	3.780	.934	.914	.935	.947	.900	.086
Job crafting	4.168	.942	.920	.943	.946	.919	.081

Table 2 shows the results for 3 sections of the CFA exam: inclusive leadership, innovative behavior on the job, and job crafting. So, here are the results of the Job Crafting CFA: The values of NFI, CFI, IFI, RMSEA, χ^2 / df , AGFI, CFI, and NFI are 0.920, 0.942, 0.943, 4.168, and 0.921, respectively. As for Innovative Work Behaviour, the CFA yielded the following results: $\chi^2 / df = 3.780$, GFI = 0.947, AGFI = 0.900, NFI = 0.914, CFI = 0.934, IFI = 0.935, and RMSEA = 0.086. In the Inclusive Leadership confirmatory factor analysis (CFA), the following values were obtained: $\chi^2 / df = 1.857$, GFI = 0.981, AGFI = 0.967, NFI = 0.959, CFI = 0.980, IFI = 0.981, and RMSEA = 0.048. Poor loading from CFA necessitated the removal of Job Crafting questions Q5, Q11, and Q12. All of these metrics point to the hypothesis being correct and the sample size being enough. The outcomes align with the suggested ranges for χ^2 / df , which encompass 2 to 3, for GFI, AGFI, NFI, CFI, and IFI, which ought to encompass 0 to 1, and for the RMSEA value, which ought to be below or equal to 0.10. The overall fit indices are satisfactory, indicating that our measurement model matches the data adequately. Researchers can improve the path coefficients using the model fitness output.

5.2 Structured Equation Modeling (SEM) Results for Mediation Process Verification

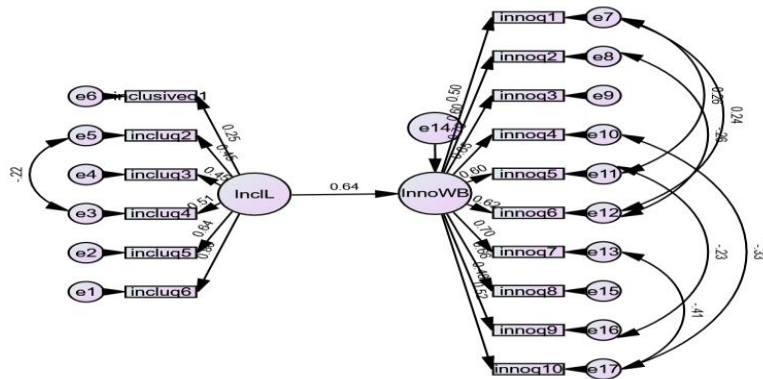


Figure 5: SEM Statistical model for the link among inclusive leadership and innovative work Conduct

Table 3: Tests of Hypotheses (H1, H2, H3)

Hypotheses	Effects	Standardised Regression Weights	P	Result
H1	IL-IWB	0.639	***	Accepted
H2	IL-JC	0.851	***	Accepted
H3	JC-IWB	0.915	***	Accepted

Note:* it denotes significance level which is 0.05.IL denotes Inclusive leadership,IWB-Innovative Work Behaviour, JC-Job Crafting

Table 3 demonstrates if the result is favourable and has a substantial impact on direct influence of Inclusive Leadership on Innovative work behavior ($\beta = .639$, $p = 0.001$), therefore we may proceed with the mediation analysis. We acknowledge and value H1 as a major hypothesis. Hypotheses 2 and 3 can also be accepted, as they have $\beta = 0.851$ and $p = 0.001$ and $\beta = 0.915$ and $p = 0.002$, respectively.

5.3 Test for Mediation

We used a bootstrapping strategy to investigate job crafting as a intermediary of the link among inclusive leadership and innovative behaviours on the job. In order to achieve a 95% confidence level, the researchers used 5000 randomly selected samples using the bootstrapping approach (Preacher & Hayes, 2008). Table 4 displays the outcomes of the mediation's direct and indirect impacts.

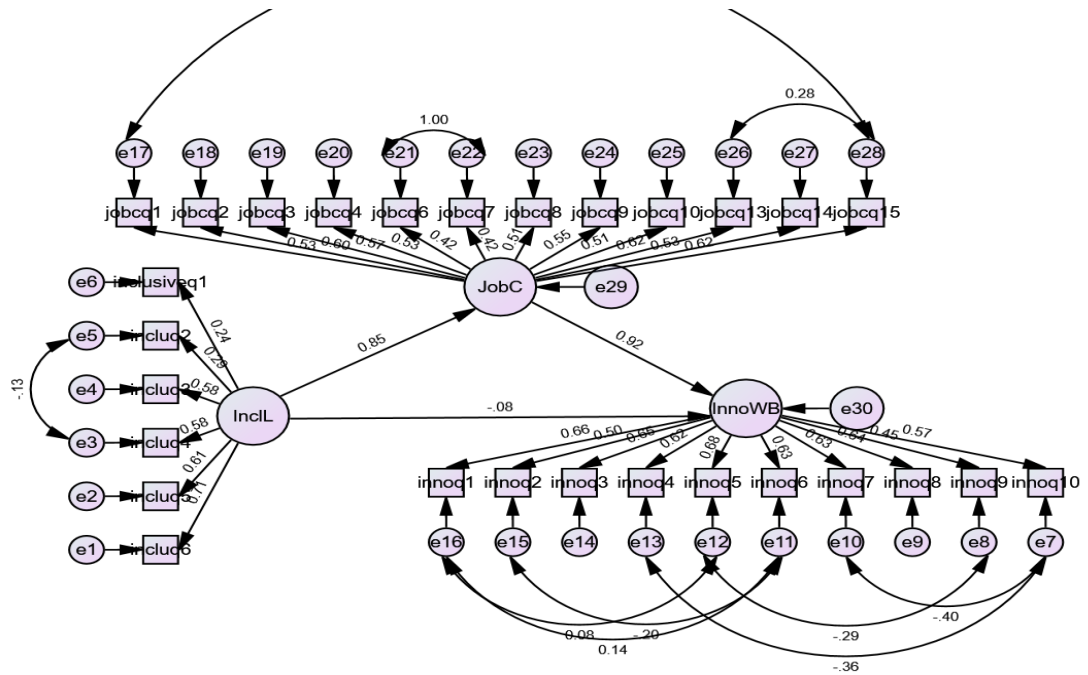


Figure 6: Modelling the intermediate Effect of Job crafting on the Connection among Inclusive Leadership and Creative Work Practices Statistically

5.4 Investigating the Role of Job Crafting in the Indirect Effect of Inclusive Leadership and Innovative Work Behavior on the Development of IWB

The initial step was to confirm if any intervention had taken place. Through job crafting, inclusive leadership is discovered to indirectly affect innovative work behavior by 0.779. To find out if the indirect effect is statistically significant and falls within the 95% confidence interval that bootstrap generates, we need to know the indirect effect. Based on the findings from the Bias corrected percentile approach link, the lower limit (LB) indirect effects were found to be 0.441 and the upper bound (UB) indirect effects to be 1.611. An indication of the statistical significance of the indirect impact is the absence of zero in the confidence intervals for the lower and upper bounds. It is clear that there is two-tailed significance at the intersection of Inclusive leadership and Innovative Work Behaviour, as the values of 0.001 and 0.000 are both less than 0.05. Thus, it may be concluded that Job Crafting connects Inclusive leadership with Innovative work behaviour, lending credence to hypothesis H4.

Table 4 Mediation test effect

Relationship	Direct effect	Indirect effect	CI (Lower bound)	CI (Upper bound)	P value	Result
Inclusive leadership → Job crafting → Innovative work behavior	-.085 (.668) Not significant	.779	.441	1.611	.001	Full Mediation

Table 4 shows that when Job Crafting was present, there was no significant direct effect of Inclusive Leadership on Innovative Work Behavior (-0.085, $P = 0.668$), suggesting that Job Crafting entirely intermediate the link among Inclusive Leadership and Innovative Work Behavior of an employee. The article concludes by stating unequivocally that job crafting mediates the link among inclusive leadership and employees' innovative work behavior.

5.5 Discussion

To test our hypothesis, we used a structural equation model to look at the potential direct and indirect effects of leadership inclusiveness and job crafting on inventive work performance. The major goal was to illuminate the ways in which leadership inclusiveness may inspire staff members to take creative initiatives. Second, we aimed to demonstrate the complementary nature of leadership inclusiveness and job crafting. Thirdly, we are interested in discovering whether job crafting really promotes innovative actions within the workplace. Finally, the study aimed to find out whether job crafting intermediate the link among leadership inclusiveness and innovative performance at work.

Both the direct and indirect consequences of job crafting are intended to be explored in the study. Leadership inclusiveness fosters job crafting by making resources more accessible and injecting positive emotions into employees. When employees are able to access their happy emotions and utilize their improved structural task resources, they are more likely to take innovative actions on the job. Excessive reliance on social workplace resources can attenuate the link among leadership inclusiveness and creative work performance. While job crafting may buffer the connection among leadership inclusiveness and pro-organizational performance, it is not strongly supported that it does so in the case of leadership inclusiveness and creative problem-solving on the job.

Findings from this study supported those of earlier studies that found a correlation among leadership inclusiveness and innovative workplace practices (Javed *et al.*, 2021). In addition, there was a correlation among leadership inclusiveness and job crafting behavior, according to the study. Despite the lack of a focus on lowering the demand for jobs in the study, the findings were in line with expectations. According to self-determination theory, people can't be truly happy or make progress in their lives unless they consistently meet three basic psychological needs: relatedness, competence, and autonomy.

5.6 Theoretical Contribution

This research improves upon previous work in three significant respects. More and more evidence points to a connection between inclusive leadership and creative behavior on the job, so understanding this connection is crucial. The mediating function of work crafting in this connection is examined in this study, which dives into a previously uncharted pathway.

Even though job crafting is bottom-up, inclusive leadership can nevertheless support it and other proactive initiatives. Leaders that prioritize inclusion value people as unique individuals, work to promote fairness and equality, and include their teams in decision-making processes. Social resources and group ties are fortified through these methods. In order to boost self-esteem and satisfy competence demands, inclusive leaders promote diverse contributions and full engagement. Optimism enhances both structural resources and the difficulties of the work. Employee satisfaction and the availability of resources are both increased by job crafting, which in turn encourages innovation.(Yinping Guo *et al.*,2023).

6. Practical Implications

Encouraging employees to actively shape their roles is essential in the IT industry, where job crafting may mediate between inclusive leadership and innovative work practices. By creating a welcoming and accepting workplace, inclusive leaders inspire their people to "job craft"—a process where they adjust their responsibilities, connections, and outlooks to play to their strengths and achieve their goals. This has the dual benefit of increasing staff engagement and fostering innovation and creativity. Workers in the ever-changing information technology industry are able to take advantage of job crafting to their advantage by actively seeking out new problems, coming up with creative solutions, and working together more efficiently. Employees are more likely to feel appreciated and inspired to offer ideas when their leadership promotes inclusive leadership and job crafting. Consequently, innovation levels tend to be higher in such organizations. To stay ahead in the ever-changing IT business, it's essential to foster a culture of constant growth and flexibility.

7 Limitations and Future Studies

Our study may have certain limitations, but it does cover other cities in Tamil Nadu, India. It was just carried out in Coimbatore. Further research should investigate the function and role of inclusive leadership from both the employer's and employees' perspectives, in different cultural contexts, and in light of cultural elements that are deemed socially acceptable, since this study solely focuses on employees' perceptions of inclusive leadership.

Although Inclusive leadership and Job Crafting have been our primary areas of focus, we acknowledge that there may be other, less obvious factors that play a crucial role in understanding employees' Innovative work behaviour on the job.Thus, alternative hypotheses and explanations of creative activity on the job may be combined in future studies. Workplace innovation may be fostered by

factors such as cognitive abilities and job qualities. There is some evidence that goal self-concordance and leader inclusion influence creative actions on the job. Understanding how inclusive supports innovative work behaviour requires a more integrated approach.

8. Conclusion

Based on the results, it seems that inclusive leadership does, in fact, encourage creative problem-solving among workers. Our results also demonstrate that job crafting completely intermediates the link among leadership inclusiveness and creative activity on the job. It goes on to say that inclusive leadership is key to enabling IT employees to be creative in their work and to craft their own jobs. Because of this, they will be more equipped to adapt to the ever-changing business climate and triumph over cultural barriers in the workplace.

Author Contribution:

All authors contributed to the study conception and design. Material preparation, data collection and analysis were performed by [R.Sathya, Dr.K.C.Arunadevi, S.Savitha]. The first draft of the manuscript was written by [R.Sathya] and all authors commented on previous versions of the manuscript. All authors read and approved the final manuscript.

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