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Abstract

This study emphasizes inclusive leadership (I.L.) and its influence on innovative work behavior (IWB) and creativity. This study also considers the intrinsic motivation mediating mechanism between inclusive leadership and employee outcomes. The study background and context are non-government organizations (NGOs) working in Afghanistan. This study applied statistical and quantitative research methodology and positivism philosophy with deductive reasoning based on existing theories. Also, it used a convenient sampling method of non-probability type with a maximum sample size of 218 respondents, who were selected based on convenience and feedback to the adopted questionnaire. Meanwhile, items' reliability, validity, normality of data, correlations of variables, and hypothesis testing through multiple regression analysis were performed post-data collection. Results of the present study show that inclusive leadership positively influences innovative work behavior and employees' creativity. Intrinsic motivation was also found in inclusive leadership's critical medium and its relationship with innovative work behavior and creativity. This study has also mentioned their theoretical and practical significance, limitations, and future research directions.

Keywords: *Inclusive leadership, innovative work behavior, creativity, and intrinsic motivation.*

Introduction

Organizations must be innovative to thrive and remain competitive in today's globalized world. To achieve productive results, organizations value human resources and try to reinvent their working styles, methods, and operations (Khan et al., 2012). According to Janssen (2000), people must be skilled and trained to maintain an unbroken flow of innovation and meet the organization's objectives and objectives. Effective leadership is linked to IWB; Therefore, IL fosters curiosity and respect for innovative solutions, bringing IWB among subordinates and followers to learn new skills and technologies (Tierney & Farmer, 2004). The leadership role is critical in recent days as it was in ancient times. So, this study intends to identify any relationship between employee outcomes and a positive leadership type like inclusive leadership. This study only considers IWB and creativity to be weighed from the perspectives of inclusive leadership. There might be some medium through which this relation is based, like the I.M. role might be interesting. Therefore, looking for a medium on which this relation is based is I.M. We were looking to study these in the NGO sector of Afghanistan.

Javed, Abdullah, Zaffar, Haque, and Rubab (2018) call for further research to look for these combinations and at the mediating role of I.M. with some other employees' outcomes in different sectors. Earlier research has focused mainly on I.L. and IWB with psychological empowerment (Javed et al., 2018). They also mention that psychological empowerment can

be skeptical, and other mediator roles are more gratifying. So, this study was looking for a medium that cannot be ignored, like trust in leadership, psychological empowerment was skipped, and the I.M. role was found very useful in creative and innovative workers. Besides, no study has been undertaken with non-governmental organizational staff to test the effects of I.L., as the previous research was not conducted with the mediating role of intrinsic motivation and with the two dependent variables of innovative work behavior and employee creativity at the same time. Hence, there is a dire need to conduct this research; limited studies have been undertaken in the non-governmental organization of Afghanistan, which shows how practical and valuable this research can be with the recommended mediating variable and area/region of the study. On employee IWB and creativity. Hence, we have chosen the mediating variable (I.M.) to explain the relationship between I.L., IWB, and creativity. Second, it was evident that I.L. promotes IWB and creativity. The relational behind why this study has been conducted in the NGO sector was because the author has been working in the sector and the NGOs have been therefore accessible for the authors to collect the questionnaires.

2. Literature review and hypothesis

2.1 Underpinning theories

Leadership quality is supported and managed by the leader-member exchange theory (LMX). The rates of a relationship include respect for others, mutual trust, and loyalty to followers/subordinates. A follower/subordinate has the following feelings about a relationship: (Graen & Uhl-Bien, 1995). Leaders pay greater attention to their high-grade connection group members than other exchange relationships, and thus, they are strengthened by their leader. On the contrary, low-grade relationships are frequently started without group members and are characterized by shallower communication and lower rewards and benefits (Sparrowe & Liden, 1997). Relationships with critical stakeholders yield benefits, including more rewards and promotion (Sparrowe & Liden, 1997). Leaders should exchange relationships with their followers based on being committed and delivering results. Working with support and aid from leaders often includes several other work activities, including inventive and vocal actions (Spreitzer et al., 2010). When things are in short supply, inclusive leadership support helps encourage followers to attain their own goals and advance their talents and abilities (Wu & Parker, 2017). Production and development of high-grade exchange partnerships lead to these markers. According to the leader-member exchange theory, these actions also increase employee motivation. There was a good response from followers/subordinates to elevate their degree of dedication and commitment, formally perform, and go the extra mile. Most successful leadership processes occur when leaders and followers have formed a mature connection, allowing for the theory of numerous advantages (Graen & Uhl-Bien, 1991, p. 225). Using this theory, we can sense how inclusive leadership is connected to building a community of trust, mutual obligations, respect, and collaboration between organizational leaders and their employees. LMX theory (Volmer et al. 2012) has been used to describe that inclusive leadership helps to create effective relationships among followers and their leaders, who each share learning and leaders' arrangements of various requirements and preferences. This, in turn, encourages innovative behaviors among employees. As seen in inclusive leadership, Volmer et al. (2012) demonstrated that LMX distinguishes leadership by identifying associations between followers and leaders. The utilization of longitudinal field survey data demonstrated the interactive nature of creative work participation, which allowed leaders to provide employees greater latitude in determining the means and methods to complete their work. According to researchers, Vinarsk-Pertz et al. (2010) believes that LMX enhances inclusive leaders' treatment of all

employees, including gratitude, interpersonal support, and task-related recognition. We related the role of employee volunteerism from LMX theory.

Inclusive leadership can generate higher-quality citations with followers (Carmeli et al., 2010). People who work for empathetic and open dialogue have better job outcomes, but their experience is better. According to Babakus et al. (2011), inclusiveness is beneficial for subordinates' work-related outcomes. Innovative conduct is incorporated in benefits such as these, as these help firms and employees with essential resources. Reducing turnover and stress intentions in enterprises are also observed. A recent study uses LMX, or Leader-Member Exchange Theory, founded on this principle: it is discovered that supportive environments for employees arise with inclusive leadership, consequently improving the organizational climate. Furthermore, it is found that innovative work behavior helps in the success of a business by securing higher staff performances and underlying elements for this achievement. The trend of the causal arrow is unclear (Blau, 1964). Conversely, he said that a good relationship had the effect of making an individual devoted to others (p. 101). Blaus (1964) has another point. In the given explanation, word exchange addresses a form of link/interaction, but the word association and exchange are different. This is not flawless. The organizational situation here is treated as an intervening variable. The transaction utilized blue. Homeless (1981) has noted that trust is an essential aspect of a connection of this sort. Trust is critical for healthy exchange.

Using LMX philosophy development, leaders and their employees use it to discover that LMX is used as a (vertical dyad connection) (Graen 2004). There are two dyadic philosophies: LMX and Social Exchange (Cropanzno & Mitchel 2005). Most likely, leaders chose an excellent employee other than their likeness. Therefore, the LMX philosophy is regarded as a new philosophy. LMX philosophy is based on the social exchange philosophy (Gouldner, 1960, and claims bosses have a special connection with every subordinate, which develops over time due to their assignments and how they accomplish them). In A healthy relationship between supervisor and employee is achieved in a smooth work environment with healthy performance records states: (Ilies et al., 2007). Development of LMX relations relies on salary: the quantity of money they gain from their work, devotion, and coupled friendliness. Professional respect is an additional criterion (Liden & Maslyn, 1998).

2.2 Inclusive leadership and innovative work behaviour

IWB indicates that employee behaviour is designed to take the proposal and introduce advanced and beneficial thoughts, ideas, processes, and outcomes inside their respective job functions, workgroups, and organizations (Farr & Ford, 1990). Employees' innovative work behavior (IWB) - or the optional extra-role effort that employees perform voluntarily to make positive contributions to the advantage their employer in the long term (Eid & Agag, 2020; Zhang et al., 2021). Innovative work behavior is defined as employees' ability to discover, generate, and apply original and useful ideas at work (Newman, Tse, Schwarz, & Nielsen, 2018). According to Pham, Pham-Nguyen, Misra, and Damaševičius (2020), Ramamoorthy, Flood, Slattery, and Sardesai (2005), innovative behavior is related to the level to which an individual devotes time, effort, and resources to developing, promoting, and implementing creative ideas at work. WB identifies new ideas and procedures for performing routine work and daily assignments and assists in developing behaviours and methods for executing them to enhance employee and organizational performance (De Jong & Den Hartog 2007). Additionally, it seeks to assist organizations. IWB comprises four distinct groups of activities that are inextricably linked. These actions involve problem identification, idea generation, promotion, and implementation (De Jong, 2006; Janssen, 2000).

Workers become innovative as they know how to devise new means of accomplishing tasks and develop novel and distinct processes. Additionally, incorporating creative ideas might aid in reorganizing new and innovative options. Along with the numerous themes and concepts associated with innovative behavior on employees, it focuses on self-initiated and future-oriented acts, improving and innovating individuals' working styles and behaviors (Parker et al., 2006). Subsequently, employee innovation appears to be ongoing as they continue to pursue the introduction of IWBs. As a result, when a problem is discovered, an individual's IWB activates, allowing them to produce solutions for resolving it (Scott & Bruce, 1994). Without the assistance of leaders, the IWB would not be conceivable; it needs their encouragement and admiration. Leaders are critical in instilling innovative behaviour in their followers (Pundit, 2015). Leadership is a critical element of organizational creativity and innovation, and it has the potential to strengthen the work environment. Nembhard and Edmondson (2006) pioneered the idea of I.L. in management. They described it as the leader's expressions and movements demonstrating encouragement and gratitude for others' roles (employees). Some personnel consider it a win-win situation where leaders and personnel share a shared aim and vision (Hollander, 2009).

Compared to other kinds of leadership that may be theoretically associated, I.L. possesses a distinct feature of acknowledgment, attribution, distinctiveness, and inclusivity (Randel et al., 2018). Employee acceptance is emphasized in I.L., and employees are encouraged to engage in organizational activities. I.L. enables a perception of openness and accessibility, distinguishing it from other types of leadership that do not accept all the values of I.L. (Rundell et al., 2018). IWB increases when executives encourage employees to develop innovative ideas (Amabile et al., 2004). As a result, leaders who demonstrate I.L. qualities fight for input and output fairness of their workers (Hollander, 2012). This trait is more common in inclusive leaders who develop positive relationships with their employees and have an appropriate remuneration structure that enables them to meet the demands of a job such as an IWB (Reuvers et al., 2008; Karin et al., 2010). Qi et al. (2019) and Schuh et al. (2018) analyzed the IWB in a sample of engineering businesses, while Ma Prieto and Pilar Perez-Santana (2014) evaluated the IWB in a sample piece of Spanish firms. Only one research, Javed et al. (2019), has looked at the direct relationship between I.L. and IWB in Pakistan's textile industry. To maximize generalizability, we selected to investigate the IL-IWB connection in the context of NGO sector workers. As a result of previous research and theoretical backing, we propose the following hypothesis:

Hypothesis 1: Inclusive leadership is positively related to innovative work behavior.

2.3 Inclusive leadership and employee creativity

Creativity is a vast and comprehensive notion that includes developing creative ideas with practical and inventive ramifications and how people approach problems (Amabile et al., 1996; Hon et al., 2014). Using diverse techniques (Amabile, 1988), particularly in psychology and sociology, several academics have sought to unravel the structure and temperament of creativity (Bailey & Ford, 1996). Numerous other studies show that IL positively enhances innovative behavior, including creativity, which involves the creation of new ideas and constitutes the first step of IWB (Choi et al., 2015; Ye, Wang, & Guo, 2019; Zhu, Xu, & Zhang, 2019). Litchfield et al. (2015) suggest that creativity is necessary for innovation and a critical component of achieving competitive advantages in corporate contexts, inextricably linked to interactive leadership (i.e., I.L.). This kind of leadership promotes E.C. in a variety of aspects. First, following the principle of SET, IL offers its employees' salaries and promising resources. As a result, workers can believe that we are obligated to compensate their leaders. This

opposing drive motivates people to excel at mundane tasks (Yeh-Yun Lin & Liu, 2012). Second, inclusive leaders' assistance and decisive actions foster positive social exchange relationships with their workers and assistants, promoting knowledge, critical beliefs, and motivation to engage them in creative work projects (Amabile et al., 1996). Thirdly, inclusive leaders' characteristics of being accessible to their dependents all the time were wasting debate on their contributions and fresh and innovative ideas, motivating workers, and offering them the opportunity to expand their knowledge, improve skills, and critical thinking (Ali Taha et al., 2016). Fourth, Fredrickson (2001) says that employees build a good image of their leaders and company, enhancing their thoughts and behaviors, resulting in originality and invaluable and artistic ideas. Leaders' inclusive conduct toward their staff fosters positive feelings and emotions, which pushes them to introduce innovation and develop innovative and beneficial ideas (Hollander, 2009).

Inclusive leadership is strongly associated with psychological safety, which tells about employees' perceptions of the consequences of taking on possible threats at work (Edmondson, 1999, 2004). It relates to how individuals are perceived to be comfortable being themselves (Edmondson, 1999) and capable of expressing and employing themselves, deprived of fear of repercussions to their self-image, reputation, or profession (Edmondson, 1999). Kahn, (1990) Employees who are free to be themselves and share their ideas are more likely to develop innovative and creative solutions. Thus, psychological safety is entirely concerned with the self, not others, and primarily with a shorter term. The innovative behavior of employees is a key factor in achieving sustainable growth and competitive advantage (Lee, Choi, & Kang, 2021; Sürücü, Maşlakçı, & Şeşen, 2021), organizational success (Danaei & Iranbakhsh, 2016), and the ability to survive in organizations (Duff, 2017; Hon & Lui, 2016). As a result, psychological safety may be characterized as a vital psychological state that dynamically supports employees' creativity and IWB. They should have reflexivity toward their employment and a deeper appreciation for what is completed, regardless of whether it is done well. Students should also be aware of why they engage in these activities and whether the results are creative and inventive. As a result, psychological safety is frequently promoted through relational Leadership (I.L.). It serves as a critical sociopsychological mechanism that allows employees to be creative without succumbing to interpersonal coercion or developing defensive attitudes toward those in positions of authority (Carmeli & Gittell, 2009).

Furthermore, despite its relevance, this literature lacks a complete understanding of how leaders' behavior affects employees' creative performance (Amabil et al., 2004; Mumford, 2002). Much of the previous study has been on general methods of leader support, rather than factors that are important for developing employee creativity (Oldham & Cummings, 1996). Only a few studies have been conducted on specific characteristics, behavior, and leadership support that attract and encourage creativity (Amabil et al., 2004). Leaders can use a variety of strategies to influence and promote employee innovation. In this context, further studies are needed to understand better the processes through which leaders encourage creativity, one of which is associated with the unique mediating effects of specific leader behavior. Next, we examine how I.L. affects employees' creativity, primarily through their willingness to enhance the ideas of I.M. employees and their willingness to try and participate in creative activities. We hypothesize the following based on the arguments above and theoretical support from the literature:

Hypothesis 2: I.L. has a positive relationship with Employee creativity.

2.4 Mediating roles of intrinsic motivation

Workers are often motivated to perform their tasks by internal or external factors. When a person is ready for labor for his own reasons rather than an external influence, it is called I.M. This sense of intrinsic motivation is essential for managing the uncertain and risky processes of IWB (Mansoor et al., 2021). It would require intrinsic motivation and psychological empowerment (Fang et al., 2019). Nonetheless, there is a need for further studies on conditions under which inclusive leadership affects IWB (Bannay et al., 2020; Mansoor et al., 2021), and how employees perceive the exchange relations in their work roles (Sürücü et al., 2021). Personal creativity is an essential component of creativity that leads to discovery, and leadership stimulates and nurtures individual creativity (Amabil, 1988; Oldham & Cummings, 1996). Workers are intrinsically tied to I.M. It helps individuals find new answers to problems and practice them non-traditionally by making them more structured and cognitively determined (McGraw and Fiala, 1982; McGraw and Macular, 1979). Intrinsically motivated employees are more likely to be inventive and creative in their work. According to Amabile (1983), the I.M. of an employee's work is essential in defining those behavior that result in the necessary creative and inventive outputs.

The study focused on these components by making an indirect connection between I.L., IWB, and creativity. The link between I.L., IWB, and creativity is then explained using a high-potential mediation mechanism. It looks at how inclusive leaders inspire employees to do new things at work. I.M. seems to be a suitable arbiter in this paradigm due to the theoretical considerations. However, no actual evidence of such a link exists currently. To that end, this study hypothesizes an IM-mediated role in the relationship between I.L., IWB, and creativity and directly evaluates whether this occurs. To our knowledge, the mediation function of I.M. has been little studied. Concerning Saudi Arabia, Al Harbi et al. (2019) explored the mediating effect of I.M. on the relationship between transformational leadership and followers' creativity. Zhang and Bartol (2010) examined the relationship between strong leadership and creativity in the Chinese information technology business. Shin and Zhou (2003) viewed information management as the intermediary element in the link between transformational leadership, protection, and innovation in Korean organizations. We feel that our study is unique and distinctive in the light of these studies, which makes a significant advance in this area.

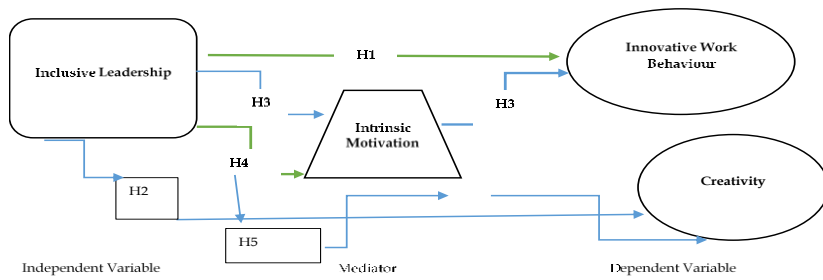
The LMX concept, which highlights the interactions between I.L., IWB, and employee innovation, supports this premise. Incentives, remuneration, and support from inclusive leaders, it argues, motivate individuals to take on more innovative roles and work with their employer firms in general and R&R&D (Carmelli et al., 2010). Makes a more important commitment. As a result, the flex organization's flexibilities (Ye-Yun Lin & Liu, 2012). To support this study and its I.M. the notion of I.M. was also explored to motivate employees to perform any activity internally or externally (Amabile et al., 1996; Deci & Ryan, 2006). 1985; Oldham & Cummings, 1996; Zhou, 1998). The first is related to the I.M. and interests of the employee, while external factors influence the second. Thus, based on theoretical support from SET and empirical data from prior research, we propose the following:

Hypothesis 3: There is a positive relationship between I.L. and I.M.

Hypothesis 4: I.M. mediates the relation between I.L. and IWB.

Hypothesis 5: I.M. mediates the relation between I.L. and E.C.

Figure 1: The conceptual model with path directions



Source: Authors compilation

3. Methodology

3.1 Sampling and procedures

This study applied statistical and quantitative research methodology and positivism philosophy with deductive reasoning based on existing theories. This study's population comprises four non-governmental organizations (two international and two national selected). As the number of employees was unknown, the data was collected through convenience sampling. The sample consisted of 300 employees from these four firms. And the response was received from 240 employees, of which only 218 were usable. The number of responses has been determined using a rule-of-thumb approach in which the total number of questions or units was multiplied by 5-15 times. N equals units or the total number of questions multiplied by ten. ($N=300$, $N=30 * 10 = 300$; 30 units/questions are multiplied by ten using the rule of thumb formula. Thus, the range of 5-15, which equals 300, indicates that the overall number of replies was 300. Also, it used a convenient sampling method of non-probability type with a maximum sample size of 218 respondents, who were selected based on convenience and feedback to the adopted questionnaire. The responses were collected from the different levels of the employees, including the managers, supervisors, admins, and clerks. Meanwhile, items' reliability, validity, normality of data, correlations of variables, and hypothesis testing through multiple regression analysis were performed post-data collection. For two reasons, a quantitative technique was used to explore this study's conceptual model and assumptions. To begin with, quantitative research is a systematic empirical study that uses statistical tools to investigate hypotheses. Second, the employee's innovative work behavior, creativity, and I.M. are quantitative characteristics that can be measured using previously proven tools. Consequently, the quantitative technique is more suitable for this study.

Meanwhile, the study used a survey approach to gather information about who, what, when, where, and how from a representative group of people (Zikmund, 2003a). The survey approach is suitable for this research because it is one of the most used research tools to collect data about characteristics, attitudes, beliefs, experiences, and behaviors when a population is essential (Watson, McKenna, Cowman), & K.D., 2008). A survey questionnaire is used to collect and evaluate data from the participants. This study used an adapted questionnaire to collect data on the relationship between inclusive leadership and IM-mediated employee constructive work behavior. It is easier to understand and maintain participants' interest in collecting comprehensive data using tools that have already been tested. Also, a survey questionnaire can reduce the impact of the researcher's subjective preferences and biases on the outcome.

3.2 Instrumentation and measurement of variables

As scale development is time-consuming and challenging, effectively developed scales by widely recognized scientists were used in this study. The purpose of all the information in overview structures is to ensure that all factors, including inclusive leadership, innovative work behaviour, creativity, and I.M., are filled by NGO sector personnel.

Based on the concept of leader inclusion proposed by (Nemhard & Edmondson, 2006), Carmeli et al. (2010) developed a 9-item survey instrument to measure three dimensions of inclusive leadership: openness (3 items), availability (4 items), and accessibility (2 items). Answers are scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) for each item. Although it was developed more recently, many scholars and top journals have recognized the inclusive Leadership Scale (I.L. Scale). For example, a study by Hira et al. (2012) published a study using this scale to investigate the relationship between inclusive leadership and team performance. Leadership Quarterly, a top journal on leadership. Five items scale was used in this study, adopted from (Hughes, M., Rigtering, Covin, Bouncken, & Kraus 2018) to measure innovative work behaviour. All items were answered through a 5-point Likert scale, ranging from 1= strongly disagree to 5= strongly agree. In addition, one reserve-coded query was included. This scale consists of the value of new plans; I master new routines, etc. IM questionnaire was adopted from Thakor (1994) and measured using the 7-item scale, free permission for non-commercial scientific purposes. The IMQ7 is the higher-order construct Scale. Each item was measured on a 5-point scale ranging from 1 "strongly disagree" to 5 "strongly agree." The scale has been used in other recently published and tested studies (such as Hilken, 2017). Creativity has been measured with the 13 items scale developed by Zhang and Bartol, (2010). Each item has been measured on a five-point Likert scale, starting from strongly disagree to agree strongly. A sample item is "Comes with new and practical ideas to improve performance."

4. Results and Findings

Table 1: Skewness and Kurtosis

Variables	Skewness	Kurtosis
Inclusive leadership	-.165	-.994
I'M	-.222	-.629
Creativity	-.536	-.391
Innovative work behavior	-.624	.008
N=218		

Source: Data output from SPSS

Table 1 shows skewness and kurtosis values. Before testing the research hypotheses, data screening was performed to address missing values and disengaged replies. In this case, case screening and variable screening procedures were applied (Gaskin, 2013). There were no missing data discovered. If there were any missing values, we could use the mean technique, which involves entering the item's mean in the missing case. After looking for missing values, the data were subjected to a skewness and kurtosis test to determine normal. The skewness and kurtosis results are shown in Table 1. The skewness and kurtosis values for the variables are much lower than the limit values of +2 and -2 (George & Mallery, 2010), indicating that the data is regularly distributed.

Table 2: Demographic Characteristics

Demographics	Frequency	Percentage
Gender		
Male	161	73.9
Female	57	26.1
Age		
18-25 years	47	21.6

26-40 years	158	72.5
41-60 years	13	6.0
Marital Status		
Married	111	50.9
Single	107	49.1
Experience		
0-5 years	92	42.2
6-10 years	105	48.2
11-20 years	17	7.8
21-30 years	4	1.8
Work Status		
Full time	185	84.9
Part-time	32	15.1
Position		
Supervisor	79	36.2
Maintenance	68	31.2
Public relations/coordination	39	17.9
Clerical	32	14.7
Total	218	

Source: Data output from SPSS

The above table shows the demographic results of this study. Gender results show that 73% of the respondents were male. 21.6% of respondents age range was 18-25. And 72.5% of respondents ages were between 26 to 40. And the remaining 6% of respondents were from 41-60 years. 51% of our respondents were married. 42.2% of respondents were less than five years of experience. 48.2% of the respondents had working experience between 6 to 10 years. 84.9% of the respondents were from full-time work status. The position of the employee in their organization was also asked about. About and they respond that 36.2% of the respondents are from supervisory positions. 31.2% of the respondents said that they are from maintenance-level classes. Public relation/coordination were only 17.9%.

Table 3: Minimum, Maximum, Mean, and Standard Deviation

	Minimum	Maximum	Mean	Std. Deviation
Gender	1	2	1.2615	.44045
Marital status	1	2	1.5092	.50107
Age	1	3	1.8440	.50206
Work status	1	3	1.1560	.37611
Position	1	4	2.1101	1.05899
Experience	1	4	1.6917	.69365
Inclusive leadership	1	5	3.1967	.84366
I'M	1	5	3.3333	.64520
Innovative work behavior	1	5	3.4908	.74463
Creativity	1	5	3.4312	.60109

Source: Data output from SPSS

The above table mentions the variables' minimum and maximum values. This clearly shows that all variable items were in the range of the 5 Likert scales, which start from 1 and end on 5. This also clarifies that there were no outliers, which falls apart from this range. The above table also presents the mean and standard deviation (S.D.). The mean value for inclusive leadership was 3.19, with an S.D. of .84. I.M. mean values are 3.33 with an S.D. of .64. The dependent variables of this study are IWB and Creativity. Their mean and S.D. values were 3.49, .744, and 3.43, .60, respectively.

Table 4: Regression Analysis

Predictors	Innovative work behavior			Creativity		
	β	R2	Adjusted R2	B	R2	Adjusted R2
Inclusive leadership	.432**	.187	.184	.248**	.62	.57

I.M.	.275**	.076	.71	.233**	.54	.050
N=218. **=P<.01, *=P<.05.						

Source: Data output from SPSS

The above regression table shows that inclusive leadership positively influences IWB ($\beta = .432$, $p < .01$). I.L. was also found responsible for changes in creativity ($\beta = .248$, $p < .01$). IM was the mediator of this study. We look for the direct influence of I.M. on the outcome variables of this study. And I.M. was found in significant positive relation with IWB and creativity. Coefficients values these [$\beta = .275$, $p < .01$) and ($\beta = .233$, $p < .01$)] respectively. So, the hypothesis of direct relationship is supported based on the above table results.

Table 5: Mediation Analysis

Predictors	Innovative work behavior			Creativity		
	β	R2	Adjusted R2	B	R2	Adjusted R2
Intrinsic motivation	.275**	.076	.071	.233**	.54	.50
Inclusive leadership	.346*	.223	.215	.149*	.096	.087
N=218. **=P<.01, *=P<.05.						

Source: Data output from SPSS

The mediating role of I.M. was found in the relation between inclusive Leadership and IWB. I.M. was significant when we regressed it for the relationship between inclusive Leadership and IWB ($\beta = .346$, $P < .05$). Coefficients values were less in indirect relations compared to direct ties. Creativity and inclusive leadership relation was also mediated by I.M. ($\beta = .149$, $P < .05$).

5.1 Discussions

This study extends our understanding by examining the mechanism that may influence the relationship between I.L., IWB, and creativity through I.M. and enlighten I.L. and its effect on IWB and creativity. As a result, the study's findings showed that internally motivated individuals preferred creative jobs over regular duties because their creative output is higher than that of others (Javed et al., 2019; Tan, Lau, Kung, & Kailsan, 2019). Furthermore, when these people are led by solid and inclusive leaders who share their inner drive, the possibility for innovative performance is skyrocketing (Qi, Liu, Wei, & Hu, 2019). These findings are consistent with the notion of LMX (Blau, 1968), which states that when employees receive support from their leaders, they receive a sense of reciprocity (reciprocity), which fosters a positive relationship between leaders and employees. Furthermore, when inclusive leaders provide socio-emotional support to their employees, employees feel obligated to reward their leaders (Mansoor, Farrukh, Wu, & Abdul Wahab, 2021). Consequently, IWB and inventories are two options for such disposal. From the above discussion, it can be concluded that this study is the first in its nature to extend the I.L. concept to IWB and the creativity of employees. This study considers I.M. a mediating mechanism in their respective relationships. Our study contributes to a better understanding of the under-researched leadership style and its role in promoting creativity in IWB and workers. We also considered the mediating effects of I.M., which added to the strength of these connections. We hope that the findings of this study helped the executives of the firms to improve the IWB and the creativity of their employees.

5. Conclusion and Implications

This study extends our understanding by examining the mechanism that may influence the relationship between I.L., IWB, and creativity through I.M. and enlighten I.L. and its effect on IWB and creativity. As a result, the study's findings showed that internally motivated individuals preferred creative jobs over regular duties because their creative output is higher than that of others. Furthermore, when these people are led by solid and inclusive leaders who share their inner drive, the possibility for innovative performance is skyrocketing. In addition, the methodological aspects of the research increased the credibility of the research

findings. First, data were collected from different sources (leaders and employees) to minimize the possibility of bias. Second, the sample size employed ($n = 218$) is reasonable, which is base for resulting in more consistent results. Third, the response rate was significantly higher, indicating no self-selection bias in our study. Fourth, this is the first study to examine how I.L. affects IWB and creativity, both directly and indirectly through I.M. To the best of the authors' knowledge, no study has looked at the effects of I.L. on IWB and creativity in Afghanistan directly and indirectly through I.M.

5.1 Theoretical Implications

This study adds to the theoretical literature in many ways. First, the findings of this study contribute to the literature on IWB, employee creativity, and I.L., in Afghan organizations. Second, in contrast to other research, we looked at I.M. as a mediating factor in the link between I.L., I.W., B, and creativity in Afghanistan. Third, unlike IL-IWB's previous research and creativity in multiple contexts, they may have collected data from a single source, thus leading to common method bias. Compared to earlier research, the data now gives a more comprehensive picture. This study is rare because it studied the mediating effects of I.M. in an interacting framework of I.L., IWB, and creativity. Furthermore, the data suggest that an I.L. paradigm can, directly and indirectly, affect innovation and creativity through I.M.

5.2 Practical Implications

The findings of this study have some practical relevance for superiors in the context of their leadership. Because Afghan workers seem to have trouble with the leadership of their immediate boss or supervisor, who is instrumental in keeping them engaged in their work, creating IWB and creativity ultimately benefit the institutions. The results of this study helped inclusive leaders build and maintain positive relationships with their employees based on reciprocity. To better understand the relevance of IWB, creativity, and I.M. may allow employees to act as supervisors for a period to face things. This can help them to understand the relevance and creativity of IWB better. Furthermore, the results suggest that IM is a mediator in the relationship between creativity, IWB, and I.L., highlighting the importance of I.M. in this study. Furthermore, our study responds to efforts to expand understanding of leadership and creativity by identifying I.L. as a relational leadership style that plays a vital role in the IWB, resulting in employee creativity. Furthermore, we broaden our understanding by examining the factors that maximize employee engagement in creative work.

5.3 Recommendation and Future Research Directions

Even though our study yielded promising results, it is essential to recognize the limitations. First, despite collecting data from multiple sources, it has been challenging to analyze the cause-effect relationship of the dimensions examined. To determine the causal relationships of this paradigm, future researchers should use a longitudinal or experimental strategy. Second, this research is being done in Afghanistan. Future studies in other countries, other types of enterprises (e.g., high-tech, industrial, and hospitality), and diverse cultures are advised to improve the generalizability of our model.

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