THE IMPACT OF INCLUSIVE LEADERSHIP ON EMPLOYEE JOB PERFORMANCE: A MODERATED MEDIATION MODEL

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Abstract:

Introduction: With the economy's rapid expansion, tourism has become a vital component of the tertiary industry and is experiencing significant growth globally. This surge in tourism has intensified competition within the hotel industry, prompting the need for greater inclusivity in organizational management to adapt to the internationalization process. Inclusive leadership, characterized by attentiveness to employee perspectives and fostering a supportive environment, plays a pivotal role in promoting organizational inclusivity and employee empowerment, which, in turn, influences job performance.
Research Theory and Hypotheses: This study employs social exchange theory to examine the underlying mechanisms linking inclusive leadership and job performance, along with the moderating role of promotion orientation. It posits that inclusive leadership fosters a reciprocal exchange relationship between leaders and employees, increasing employee psychological empowerment. Psychological empowerment, in turn, is proposed as a mediator between

inclusive leadership and job performance. Additionally, promotion orientation is hypothesized to positively moderate the relationship between inclusive leadership and psychological empowerment, ultimately impacting job performance.

Research Methods and Procedures: A survey was conducted among professional teams in the hotel industry, with data collected through paper questionnaires distributed over three stages. Confirmatory factor analysis and mediation analysis were performed using SPSS and AMOS software to test the research hypotheses.

Results: The study findings confirm a positive relationship between inclusive leadership and psychological empowerment, mediated by the latter's influence on job performance. Moreover, promotion orientation was found to moderate the impact of inclusive leadership on psychological empowerment and subsequently on job performance, suggesting that employees with a promotion orientation are more responsive to inclusive leadership behaviors.

Discussion and Outlook: This research contributes to the understanding of the effectiveness of inclusive leadership in enhancing job performance in the hotel industry. Practical implications include the importance of fostering inclusive leadership behaviors and addressing employees' intrinsic needs to improve organizational outcomes. Future research directions could explore other moderating variables and expand the scope of investigation beyond a single industry.

Limitations and Future Research Directions: Limitations include potential common method variance and the need for broader geographical representation in future studies. Additionally, further exploration of both promotion and prevention orientations as moderator variables could provide a more comprehensive understanding of leadership effectiveness.

Conclusion: This study underscores the significance of inclusive leadership in promoting employee empowerment and enhancing job performance, offering valuable insights for organizational management in the hospitality sector and beyond.

Keywords: inclusive leadership; psychological empowerment; regulatory orientation theory; promotion orientation; job performance

Introduction

With the continuous growth of the economy, tourism has become an essential part of the tertiary industry and is one of the fastest-growing emerging industries in the world. The rise of the tourism industry has gradually intensified competition in the hotel industry., To better adapt to the internationalization process, hotels face various challenges—employees of the same nationality, beliefs, values , and cultures. Therefore, hotel companies need to be more inclusive in organizational management. When the leader can change or influence the thoughts or behaviors of the leader, then the leader can easily exert his leadership function and fully mobilize the enthusiasm and creativity of the leader at work (Morinaga et al., 2023).

Inclusive leadership is a style that is good at listening to employees' opinions and perspectives and encouraging and appreciating employees through words and deeds, is an organization or team that is good at listening to and paying attention to the needs of employees. To show the extent to which employees accept inclusive leadership and thus affect employees' work performance, this article introduces the concept of psychological empowerment. Psychological empowerment embodies an inner motivation for self-expression and is a synthesis of the inner experience of an authorized individual. Inclusive leadership embraces employees'

unique perspectives and insights, employees are encouraged to make their own decisions, leaders show trust in employees and enhance employees' sense of self-efficacy (Morinaga et al., 2023).

This will enhance employees' psychological empowerment. Promote orientation(promotion focus)Reflects an individual's self-regulation direction or tendency (Rehman et al., 2024). Emphasize personal results, achievements and the pursuit of more significant gains. Li Yanping pointed out that under the background of rapid development of information technology, New generation employees (80、90 (born later) gradually became the leading force in the workplace; they are eager to succeed and want to be recognized at work. Research has shown that leadership behaviour can affect employees' regulatory orientation. When leaders emphasize personal results, achievements, and the pursuit of success, they can inspire employees to promote exposure. Based on self-regulation, Employees will adapt to the leader's management style by changing their psychology or behaviour . To sum up, this article will try to use social exchange theory as the framework and psychological empowerment as the mediating variable to explore the impact mechanism of inclusive leadership on employee work performance and introduce promotion orientation as the moderating variable of the model .

2. Research theory and research hypothesis

2.1. research theory

This study will use social exchange theory to explore the inherent impact mechanism of inclusive leadership and job performance and the boundary conditions that form this relationship. According to social exchange theory, leaders who provide non-material or material resources to employees will develop a social exchange relationship with them, making employees willing to give back. According to the principle of reciprocity in social exchange theory when leaders give more trust and support to employees, employees will strengthen their loyalty to the organization in response to a balanced and reciprocal exchange relationship with the organization.。 Organ and Konovsky propose that exchanges between employees and organizations are an economic and social mixture; they emphasize the frequent display of extra-role behaviours. It also reflects that the relationship with the organization is mainly a social exchange relationship (Rehman et al., 2024).

It is not an obligation inherent in the contract. Employees who obtain resources from the organization will develop a sense of responsibility to repay the organization.

2.2. The mediating role of psychological empowerment

Nembhard and Edmondson, for the first time, "tolerate" Introduced into the management of the organization and proposed "inclusive leadership." this concept pointed out that inclusive leadership means that leaders appreciate and recognize the contributions made by employees at work. Inclusive leadership starts from the nature of human beings and first pays attention to the uniqueness of individuals, thereby enhancing employees' sense of belonging in the organization.[14]. Employees' individuality refers to their need to maintain a unique sense of self, and employees' sense of belonging is reflected in the market to develop or sustain solid interpersonal relationships., both need to be satisfied to make employees feel included. Carmelet al.It is proposed that the characteristics of inclusive leaders in interacting with employees are openness, availability and approachability. Openness refers to leadership (Carrillo, 2023).

Willingness to listen to employees' opinions; availability means that leaders can provide employees with ideas in professional areas; accessibility means that leaders take the initiative to

care about their employees. Inclusive leadership is used at the organizational management level and has significantly impacted employee or team performance (Chen et al., 2023).

Psychological empowerment is a comprehensive emotional process that embodies an inner motivation to self-express; psychologically empowered employees are competent at their jobs, show a self-determination orientation, and believe that their work is meaningful and can be influential. Later, the concept of psychological empowerment focused on employees' perception of empowerment, which would control their motivation for work. It included four dimensions: work meaning, self-efficacy, decision-making autonomy and influence. Work meaning refers to an individual's perception of the importance of work goals based on their standards., self-efficacy refers to an individual's perception of whether they can complete a specific task., decision-making autonomy refers to whether individuals have control over their work. Influence refers to the degree of power of an individual in organizational management. As a subjective perception, psychological empowerment affects employees' intrinsic motivation for work and their leadership style (Gursoy & Maier, 2023).

The logic of inclusive leadership on psychological empowerment is reflected explicitly in the fact that inclusive leadership positively impacts the four dimensions of psychological empowerment: First, the meaning of work. Inclusive leadership is different from other leadership styles. Leaders with this leadership style recognize employees' contributions and pay attention to employees' needs., this behavior will improve employee happiness and job satisfaction, evaluate the meaning of their work based on the requirements at work, their values and codes of conduct so that employees can understand their importance at work, thereby increasing their confidence and motivation at work., This, in turn, increases the level of psychological empowerment of employees—second, the aspect of self-efficacy. Inclusive leadership increases employees' courage and opportunities for trial and error and encourages employees to continue to innovate and progress (Morinaga et al., 2023).

Properly use each employee's advantages to improve employees' confidence and motivation in work, which can not only improve employees' self-efficacy but also improve their psychological empowerment.. Third, regarding decision-making autonomy and Ryan' The self-determination theory believes that the environment can satisfy people's inner needs and enhance internal motivation through autonomy, competence, and relationships. HollanderIt is thought that inclusive leadership and subordinates have a two-way relationship, and leaders and assistants complete tasks together, Achieving win-win goals. Decision-making should focus not only on the leader but also on employees' opinions. The inclusiveness of leaders enables employees to have decision-making autonomy, satisfies employees' inner needs and improves psychological empowerment. Fourth, in terms of influence. When employees participate in the organization's activities, make suggestions for the organization, and impact the organization's development, the leader will recognize the employee's contribution, and the employee's influence on the organization will increase the degree of psychological empowerment. In summary, the following hypotheses are put forward (Puntaier & Zhu, 2023):

H1: Inclusive leadership is positively correlated with employees' psychological empowerment.

Motowildlo[31] proposed that performance is the total expected value of an organization for discrete behavioural episodes performed by individuals within a standard time. Wayne It is pointed out that by showing enthusiasm, leaders can encourage the self-esteem of the lead,

thereby stimulating a positive attitude towards work in the information. Social exchange theory believes that people follow mutual benefits in social exchange (Schiltmans & Davies).

The principle of win-win. When employees' financial and emotional needs are met, they will develop a sense of responsibility for organizational identification. "High job satisfaction will improve employee morale, and higher morale will promote increased productivity." . The openness of inclusive leadership brings the distance between leaders and employees closer. Leaders can listen carefully to employees' opinions and provide timely and effective feedback on employees' contributions, which reflects employees' right to speak freely at work (Shabeer et al., 2023).

This enhances employees' sense of responsibility at work and increases their loyalty to the organization, allowing them to unleash their tremendous potential and create better performance. Inclusive leadership focuses on employees' uniqueness, and Every employee is independent. Leaders should pay attention to employees' identity at work and explore their potential. Further, this article believes that work performance will follow when employees feel more psychological empowerment. Improve: First, existing research has shown that employees' perceptions of leadership tolerance positively correlate with their cognitive levels of psychological safety. As a specific form of relational leadership, inclusive leadership pays more attention to the relationship between leaders and employees and cares more about employees' psychological needs (Shafaei & Nejati).

Enhance employees' sense of belonging and thereby improve work performance. Second, according to Ryan. The self-determination theory mentions that individuals make choices about their behavior based on fully understanding the environment they need. When inclusive leadership is sufficient, an open atmosphere will affect employees' psychological empowerment. Self-efficacy is a component of psychological empowerment and is related to performance.[34]. Third, leaders provide an inclusive atmosphere for employees. When employees realize the meaning of their work, they will focus on their work, which will also improve work performance.[35]. Therefore, when the inclusive leadership climate is sufficient, it will improve employees' psychological empowerment and work performance.; vice versa. In summary, the following hypotheses are put forward (Shore & Chung, 2023):

H2: Psychological empowerment mediates between inclusive leadership and job performance.

2.3. Facilitating the conditioning effect of orientation

Regulatory orientation theory is used to understand people's motivations to pursue pleasure or avoid pain, distinguishing promotion orientation(promotion focus)and prevention orientation(prevention focus)—two different directions of self-regulation. Promotion orientation emphasizes personal results, accomplishments, and the pursuit of more significant gains. With the new generation of employees in the era of rapid development of information technology (80、90 born later)Gradually becoming the leading force in the workplace, when new generation members focus on promotion, they are eager to create opportunities. They are afraid of missing that potential opportunity.[, so this article selects the promotion orientation that is more in line with the characteristics of the new generation of employees as the boundary condition for research (Zhang et al., 2023).

A leader's effectiveness depends on employees' self-regulatory tendencies, and this effectiveness occurs only when followers are willing to invest in their abilities. This study

believes that the atmosphere provided by inclusive leadership can satisfy the inner feelings of promotion-oriented employees, thereby improving employees' psychological empowerment. The mediating effect of promoting orientation is manifested in First. Since regulatory orientation is an individual trait[41], the temporary adjustment orientation caused by the external environment will be affected, Splashes pointed out that the level of empowerment is affected by self-control and self-esteem, and employees with high self-control tendencies are more proactive in completing their work. Therefore, Employees with a promotion orientation are inclusive in their pursuit of success (Butt et al., 2023; Carrillo, 2023).

The leader's open atmosphere affects the initiative in work and strong self-control, enhancing psychological empowerment. Second, Crowe and Higgins's research found that promotion-focused people generated more diverse ideas when forced to develop many possible alternative ideas. Further investigation found that people with a promotion focus are better at creative thinking than those with a prevention focus, making identifying or creating opportunities more accessible. Third, employees with a strong promotion orientation can improve their comprehensive thinking ability and burst out the subtle connections between things.. Based on this, this article believes that promotion orientation can help improve self-efficacy, and employees with promotion orientation can better complete work tasks in an inclusive atmosphere, thus improving psychological empowerment. That is to say, Employees with a promotion orientation are more sensitive to the inclusive behavior provided by leaders. When leaders show respect and attention to employees, employees are more likely to express their willingness to pursue success, feel satisfied internally, and have a corresponding increase in psychological empowerment. To sum up, the following hypothesis is put forward (Chen et al., 2023):

H3: Promotion orientation positively moderates the impact of inclusive leadership on employee psychological empowerment. Combined with assumptions2 and assumptions3, this article believes that promotion orientation can strengthen the mediating effect of psychological charge between inclusive leadership and work performance. First, the classic motivation theory assumes that people's high expectations for success will trigger high motivation, promoting positive results.,Employees will have promotion-oriented reasons under the ideal framework and be more inclined to the goal induction of the perfect self. Research shows that employees with a strong promotion orientation are susceptible to new results and value information about success, so they strive for excellence in their work.[46]. Employees with promotion orientation can create higher work performance by pursuing better goals and gaining psychological empowerment under inclusive leadership (Gursoy & Maier, 2023).

Second, employees integrate the collected information to give them a new understanding, ultimately promoting the formation of a series of creative ideas.[48]. When facilitatively oriented employees face challenging problems, their ability to think out of the box and experiment extensively increases the likelihood of success and results in work results.[49]. Employees with a promotion orientation can dare to think, speak, and do in the inclusive atmosphere provided by their leaders, thereby improving their psychological empowerment and thus improving their work performance. Third, combined with the regulatory orientation matching theory, when a particular aspect of the leader's behaviour echoes the regulatory orientation of employees, employees will pay attention to the leader.(Bashir et al., 2023). When employees with a promotion orientation respond to the inclusive climate provided by leaders, They will attach importance to their work, increase their self-efficacy, thereby increasing their psychological

empowerment, and seek more favourable results to improve work performance further. In summary, the following hypotheses are put forward (Morinaga et al., 2023):

H4: Employee promotion orientation positively moderates the impact of inclusive leadership on employee work performance through psychological empowerment as the mediator. The construction model of this study is shown in the Figure Shown:

3.1. Research methods and procedures

The respondents of this study are professional teams in the hotel industry and are sent in the form of paper questionnaires. The researcher divided the questionnaire into three stages for distribution. The first stage is 2019 Year 8 moon 19 Solstice2019 Year 9 moon 9 day. The second stage is 2019 Year 9 Moon 26 Solstice2019 Year 10 Moon 14 days, and the third is 2019 Year 10 Moon 21 Solstice2019 Year 11 Moon 1 day. Issued at each stage500: A questionnaire. The researcher designed two matching questions to ensure that the questionnaires distributed in the three stages were successfully matched: "Your employee ID number" and "The last four digits of your contact information." Each participant must answer these two questions on a questionnaire filled out at three-time points so that the researcher can subsequently match the questionnaires (Puntaier & Zhu, 2023). After collecting the questionnaires in the three stages, a total of successfully matched and valid questionnaires were 416 parts, and the recovery rate was 83.2%. In the final results, women accounted for55.3%; The Age is concentrated in18-25 Years old, accounting for41.3%; The educational level is divided equally between higher vocational colleges and undergraduates.29.6% (Schiltmans & Davies)

3.2. variable measurement

`   All the items involved in the questionnaire directly adopt the corresponding scales that have been developed well abroad. Since the questionnaire was distributed in mainland China, standard translation and back-translation programs were followed (translation and back-translation) to accurately translate all English measurement tools into Chinese. This measurement uses a Likert 5-point scale （5=Very much agree;1=strongly disagree). Employees need to evaluate the leadership's inclusiveness and evaluate how much they promote orientation and psychological empowerment. In addition, leaders need to evaluate employees' work performance in their departments (Shabeer et al., 2023).

（1）Inclusive Leadership: AdoptCarmeli, A.wait[17]compiled scale. Include: "My supervisor is willing to listen to my new ideas." Waiting inside items.

（2）Psychological Empowerment: AdoptSpreitzer, G. compiled scale. Include: "The work I do is significant to me." Waiting inside item.

（3）Promote Orientation: AdoptLockwood, P.wait compiled scale. Among them, promotion orientation includes: "I often imagine how I will achieve my hopes and ambitions" Waiting inside item.

（4）Job Performance: Adopted Kenneth S. Law, wait The scales compiled include: "he/She has great work interest and enthusiasm" Waiting inside6 item.

（5）Control variables: In this study, the gender of employees, Age, and education level were controlled.

This study uses Andrew F. Hayes （2013), developed based on onSPSS and SAS of process Plug-in for mediation effect analysis, and useAMOS 26.0 to Conduct validity analysis on the data (Shafaei & Nejati).

4.2. confirmatory factor analysis

reliability. Since previous researchers compiled the scale used in this study, the inclusive leadership scaleCronbach's α for 0.94; the Psychological Empowerment Scale Cronbach's α for 0.88; Promote Orientation Scale'sCronbach's α for 0.81; the job performance scaleCronbach's afor 0.91. the variable value is greater than 0.8, all within the acceptable range.Validity. Table 2 As can be seen in/df, The value is less than3; The result is an ideal fit, RESEA for 0.02, less than0.05, The result is a perfect fit; GFI、AGFI、RFI、IFI、TLI The results are all greater than0.9, the result is a good fit. This means that the data analyzed in this analysis has good structural validity.

surface **2** construct validity (N=416）

4.3. hypothetical test

Testing of mediating effects. Hypothesis 1: There is a positive correlation between inclusive leadership and employees' psychological empowerment. Table 5 It can be seen that the direct impact of inclusive leadership on psychological empowerment is0.41, confidence interval surface Direct effects and mediating effects on different levels of promotion orientation.

low facilitation orientation, high promotion orientation.

5. Discussion and Outlook

5.1. Result analysis

This study studies the relationship between inclusive leadership and job performance from the perspective of psychological empowerment, analyses how psychological empowerment plays a mediating role in this relationship, and explores the influence of promotion orientation as its boundary moderator.

5.2. theoretical contribution

Based on the above result analysis, the main contributions of this study are: first, Expanding the scope of research on the effectiveness of inclusive leadership. Leadership style is a core element in organizational behaviour in improving work performance, research has proven that leadership style will have a significant positive impact on job performance; this article takes hotels in mainland China as the research object,Employees with a promotion orientation have a higher perception of inclusive leadership. Therefore, the impact of inclusive leadership on psychological empowerment will increase, which will have a positive effect on job performance. This result clarifies the boundary conditions of the mechanism through which inclusive leadership affects work performance through psychological empowerment.

5.3. Practical significance

This study has three important implications for hotel management. First of all, this article's empirical research on inclusive leadership fully proves the significance of inclusive leadership in Chinese organizational management. Managers should pay attention to this in practical work. Therefore, combined with the characteristics of inclusive leadership, when companies select managers, should pay attention to whether the candidate pays attention to the aspects of each employee and reasonably matches the job.

Whether the candidate pays attention to the contributions made by employees to the company, and praise and tolerance of employees can improve job satisfaction, employees work in a better atmosphere and create greater profits for the company. Whether the candidate can provide the employee with a description of the area of expertise. The hotel industry is a personnel-intensive industry with low entry barriers. The cultural level of employees varies.

Managers train employees and provide instructions at work to increase employees' sense of belonging and create more significant benefits for the enterprise. Secondly, managers should pay attention to employees' intrinsic needs and encourage.

Employees participate in the company's decision-making, which enhances employees' psychological empowerment and improves work performance. Finally, companies must explore the potential of their employees and give them more trust and respect. Enhance their willingness to contribute to the organization and achieve win-win goals.

5.4. Limitations and Future Research Directions

Although this study confirmed the mediating mechanism and the moderating effect of inclusive leadership and job performance, the research still has some shortcomings. The measurement questions in this study all adopt a five-point Likert scale. Most of the questions are positive narratives, and it is straightforward to fill in similar situations. The data collected may be affected by the same source variance problem(standard method variance， CMV). To reduce CMV, This study uses program modification to distribute questionnaires to hotel supervisors and their subordinates to minimize the impact of homologous conflict on the model. However, due to the short interval between the three distributions of the questionnaire, the environment in which the respondents live will also affect the questionnaire results. Program modification can be used to refine the questionnaire in future questionnaire designs.

Due to the limitations of the places where the questionnaires were distributed, the research results cannot represent the national situation. Therefore, the area where the questionnaire is distributed can be expanded in future research. In this study, both employees' inclusive evaluation of leaders, self-evaluation of their promotion orientation and psychological empowerment, and leaders' evaluation of employees' work performance are all affected by subjectivity. Although the impact of these deviations found during data processing is insignificant, they are still worthy of attention. Therefore, future investigations on inclusive leadership can increase their sources of investigation.This study only selected promotion orientation as a moderator variable for research, but individuals with prevention orientation cannot be ignored.

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