

The Influence of Inclusive Leadership on Employee Engagement and Organizational Commitment

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Abstract

Inclusive leadership has spread as a growing method for building positive relationships in the workplace, improved employee engagement, and increased organizational commitment. The present study investigates the effect of inclusive leadership on employee engagement and organizational commitment, while focusing on openness, accessibility, fairness and appreciation of different employee perspectives by the leaders. Inclusive leaders foster a work culture that respects, values, and motivates employees to add value to their ideas. This can enhance the emotional bond between employees and their efforts, boost their engagement in organisational activities and raise their retention intentions. The study also explores the potential for psychological safety, trust, and a sense of belonging to account for the connection between inclusive leadership and employee outcomes. The study aims to explore these intertwined aspects, aiming to inform the understanding of the role that inclusive leadership practices can play in promoting employee well-being and long-term organizational success. The results will inform HR managers and organisational leaders in creating workplace policies that are inclusive, enhancing employee engagement and fostering a dedicated workforce. Leadership practices that value individual differences and foster a culture of respect, collaboration, and shared responsibility are highlighted in the study.

Keywords: Inclusive leadership, employee engagement, organizational commitment, psychological safety, workplace inclusion, employee well-being.

Introduction

Organizations are increasingly aware of the vital role that employee engagement and organizational commitment play in organizational performance, productivity and competitiveness in the modern business context. When people feel respected, supported and valued by the organisation, they are more likely to be contributing effectively. But, as with any new team, obstacles may arise due to dissimilarities in backgrounds, experience, points of view and hopes for the future. In this context, inclusive leadership has become a key leadership concept, and is defined by three characteristics: fairness, openness, accessibility, respect for diversity, and inclusion of employees in the activities of the organisation.

Inclusive leadership involves leadership practices that invite team members to voice their opinions, share thoughts, be involved in the team's decision-making, and support their team's overall goals. Nembhard and Edmondson (2006) pointed to the need for leader inclusiveness to foster a climate in which employees feel free to voice opinions and engage in improvement efforts. Likewise, Randel et al. (2018) defined inclusive leadership to be a practice that fosters employees' sense of belonging and acknowledges their singular strengths and differences. The above views indicate that inclusive leadership is more than merely supervising and controlling people, but involves building trust-based relationships grounded in employee participation, mutual respect, and meaning.

Employee engagement is an indicator of how much energy, dedication, enthusiasm and involvement employees show in their work. When employees are engaged, they are more likely to put their mental, physical and emotional efforts into completing tasks and meeting the goals of the organization. Leadership behaviours can impact engagement through their impact on the perception of support, recognition, fairness and development opportunities. If employees are listened to, individual contributions recognised and constructive feedback given, employees might feel more motivated and willing to engage in participation in organizational activities. On the other hand, if there are exclusionary practices, unequal treatment, and limited opportunities for participation, this can decrease the employees' enthusiasm and diminish their engagement in work-related decisions.

Another critical aspect of the employee–organization relationship is organizational commitment. It measures how much employees feel connected to the organisation, how much they feel attached to it emotionally and how much they want to invest in the long-term success of it. There are three types of commitment: affective, continuance, and normative (Meyer and Allen, 1991). Emotional commitment is a factor that might apply especially to inclusive leadership, as employees who feel respected, accepted and recognized can become emotionally attached to their workplaces. However, factors such as pay, job security, career prospects, organizational culture, and fairness are known to contribute to organizational commitment. Thus, the commitment-inclusive leadership connection must also be examined in the context of other factors in the workplace.

Social exchange theory can be used to understand the relationship between inclusive leadership, employee engagement, and organizational commitment. Blau (1964) argued that social relationships come into being as a result of reciprocal exchanges, in which people respond to positive treatment with an adequate return. Within the organizational context, when employees feel supported and included by their leaders, they might feel a sense of belonging and engage more deeply with the organization, demonstrating loyalty and commitment. Creating a safe environment for employees to speak up can also foster psychological safety through inclusive leadership, where they are not afraid of being criticized, rejected, or showing negative side effects if they share their thoughts. This can encourage staff to engage confidently in conversations, discuss issues in the workplace and contribute to the improvement of the organization.

Leadership's Role in Driving Employee Engagement and Performance



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While there is increasing awareness of the importance of inclusive leadership, it can be challenging for people to make inclusive leadership policies come to life in the form of consistent leadership. While diversity and equality policies are important, they cannot guarantee that workers feel included in their workplaces. Various leadership attitudes and communication styles, organizational structures and leadership opportunities can affect employee perceptions of their leader. In addition, employee engagement and organizational commitment are correlated but not synonymous; an employee can be very engaged in his/her work assignment but not committed to the organization. An analysis of both results can then offer a comprehensive view of the possible impact of inclusive leadership on the effectiveness of an organization.

In this context, the current study, "The Relationship between Inclusive Leadership Behaviours and Employee Involvement and Organizational Commitment," will explore the relationship between the two variables, namely Employee Involvement and Organizational Commitment. The study centers on the significance of openness, accessibility, fairness, recognition and employee participation in the creation of workplace experiences. It also aims to explore the relationship between employee perceptions of inclusivity in leader behaviour, employee engagement and organization commitment. The purpose of the research is to help understand the nature of leadership practices that foster a respectful, participative and productive work environment, through examination of these relationships. The results could have practical implications for managers and human resource professionals looking to improve employee relationships, boost employee engagement and create a more loyal workforce.

Background of the study

Today, companies are more aware of the importance of not only financial resources and technological solutions to their problems, but also the necessity of establishing an environment where employees feel included, supported and engaged. Staff have varying backgrounds, experiences, perspectives, skills and expectations. Effective management of these differences is now becoming an important organizational leadership responsibility. Within this context, inclusive leadership has come to the forefront as a leadership style that is defined by an appreciation of employee contributions, a desire to engage and involve, respect individual difference and foster an environment where employees are accepted and appreciated.

Inclusive leadership involves leadership behaviours that foster openness, accessibility, fairness and active participation of employees in organization's activities. Inclusive leaders open up the floor for employees to voice their views, offer new concepts, raise concerns and engage in decisions without the fear of discrimination or rejection. Most of these leaders work less in a hierarchy, and more by creating psychological safety, trust, and respect. In some work environments, employees may have varying cultural backgrounds, work experiences, personal identities, and communication styles, making these practices even more significant. Inclusive leadership can help create a healthier organisational climate by recognising these differences and providing equal opportunities for participation.

Employee engagement is another critical aspect that impacts organizational performance and effectiveness in the long run. It typically means the degree of effort, commitment, enthusiasm and engagement of staff members. Happy workers will invest in their work, make positive suggestions, work well with others, and actively participate in organizational goals. But monetary incentives and formal stipulations to the job are not the only factors that increase employee engagement. Other factors can also influence employees' willingness to contribute, including the quality of their leadership, their recognition from supervisors, opportunities for professional growth, and how valued they feel. Engagement can, therefore, be fostered by providing conditions where employees feel their work, ideas and personal contributions are important through inclusive leadership.

Organizational commitment is the mental bond employees form to their organization and the desire to remain with the organization. A staff member who feels valued, supported and treated fairly, may be more likely to have a greater sense of identification with the values and objectives of the organisation. In the context of this study, organizational commitment is of particular importance because it has the potential of affecting employees' intention to stay in the organization, work cooperation with others, and long-term organizational success. Perceived exclusion, unequal treatment, limited recognition, and lack of participation in decision making, on the

other hand, can reduce employees' bond to the workplace. Inclusive leadership can play its part in resolving these issues by showcasing that all employees are important within the organisation, irrespective of their rank, background and unique characteristics.

There are several accepted organizational theories that illuminate the connection between inclusive leadership, employee engagement and organizational commitment. Employees may react to supportive and respectful treatment and respond with increased involvement and commitment, which is based on social exchange theory. Likewise, psychological safety focuses on making it safe for team members to speak up, ask questions and admit errors without fear of embarrassment or reprisals. Earlier research (Nembhard & Edmondson, 2006) suggests that leader inclusiveness has the potential to foster psychological safety and participation in improvement activities.

These viewpoints offer a theoretical basis for exploring how inclusive leadership practices could relate to employee experiences in the workplace and relationships with others in the organization.

As the workforce becomes increasingly diverse, employee expectations shift, and employee well-being becomes a key focus in today's workplace, the significance of inclusive leadership has grown. The need for inclusive leadership has risen with the diversification of the workforce, expectations for employees, and the importance of employee well-being in the modern organization. However, organisations are not only expected to be productive and profitable, but they are also expected to offer fair opportunities, welcome diversity of views, and foster respectful relationships at work. A positive work environment may be more conducive to building an engaged workforce if leaders listen to their staff members, recognize their contribution and give them feedback to help them improve and grow. These practices can also build trust in management and employees' sense of the organization's support of their well-being and growth.

While there is increasing interest in inclusive leadership, it is important to understand that there are different perceptions of inclusive leadership in different organizational settings and to determine whether these perceptions are associated with increased levels of employee engagement and organizational commitment. Results can differ based on organizational culture, leadership practices, assignments and duties, employee characteristics, and supervisor-subordinate working conditions. In addition, a worker might feel connected to the job he is doing each day, but not to the company. Considering both outcomes together can thus help to gain a complete picture of how inclusive leadership may impact organizational effectiveness.

In light of this, the current study, titled "The Relationship between Inclusive Leadership and Employee Engagement and Organizational Commitment," aims to examine the relationship between inclusive leadership and these two significant outcomes of employees. It aims to assess if perceived openness, accessibility, support, and respect by employees of their leaders is correlated with increased work engagement and organizational commitment. Overall, the research will help to deepen the understanding of inclusive leadership as a management practice of the workplace and provide valuable practical information for those organisations that want to enhance the relationship with their employees, promote participation and cultivate a motivated workforce.

Justification

Inclusive leadership is an important topic in modern HRM studies, as organisations today rely on diverse teams, employee engagement, cooperation and a sense of belonging to ensure sustainable performance. Workers have varying backgrounds, experiences, skills, views and expectations. Leaders who promote openness, accessibility, respect and other viewpoints in the workplace can contribute to a supportive environment in such an environment. Inclusive leadership is thus not just about workforce diversity management, but also about how to make employees feel closer to their job and their organizations.

This study is also supported by the fact that organizational citizenship behaviours are related to inclusive leadership and affective organizational commitment. A 2024 study that surveyed 282 public-sector employees in Cambodia revealed a positive correlation between inclusive leadership and work engagement, with organizational commitment partially explaining this relationship.

While this is an alluring trend, it is crucial to understand the organizational context that is being explored, as inclusive leadership will impact employee engagement and organizational commitment in different ways. When

people feel respected, listened to and supported, they may be more inclined to bring their ideas to the forefront, to get involved in the activities of the organization, and to form an emotional bond with the company. On the other hand, workers who feel excluded, don't receive recognition for their efforts, or have few opportunities to share their opinions may feel dispersed and less enthusiastic about the organization's objectives.

The study seeks to justify the need to understand the practical leadership behaviours that foster employee participation, improve relationship dynamics in the workplace and enhance employee sense of belonging. It can be useful for an organization to determine if there are relationships between inclusive practices (open communication, fair treatment, recognition of diverse perspectives and employee engagement in decision-making), and levels of engagement and commitment. Insights gained from the findings could also be used by managers and HR to create leadership development programs and policies that address employees' needs.

In addition, the study might build on the current literature that focuses primarily on the employee engagement construct and leaves organizational commitment largely untouched. Moreover, the study may add to the literature that focuses on employee engagement alone, and omits the study of organizational commitment completely. The results of this could provide organizations with some interesting insights when it comes to employee retention, employee morale, employee collaboration, and long-term organizational effectiveness. Finally, the study will be used to develop an understanding of inclusive leadership as a possible tool for enhancing a more supportive, participative and committed work environment, based on findings from the research.

Objectives of the Study

1. To examine the impact of inclusive leadership on employee engagement in the workplace.
2. To compare inclusive leadership and organizational commitment of employees.
3. To identify the key dimensions of inclusive leadership, e.g. openness, accessibility, fairness and valuing of diversity, which are associated with employee engagement.
4. To analyse the relationship between employee engagement and organizational commitment.
5. To examine if the relationship between inclusive leadership and organizational commitment is indirect through employee engagement.

Literature Review

Inclusive leadership has become a key strategy to deal with diverse workforces, to promote employee engagement, and to enhance relationships at the workplace. Inclusive leadership is about openness, access, respect, and celebrating individual contributions, rather than traditional leadership, which is more about authority and task completion. It is more relevant than ever as organisations look for ways to enhance employee engagement and build stronger employee/organisation relationships.

Randel et al. (2018) defined inclusive leadership as leadership behaviour that supports employees to feel like they belong and that they are unique. They believe that inclusive leaders invite their team members to join in group activities, value their own views and skills as well as their team members' views and skills. This can foster psychological empowerment, group identification and positive behaviour within the workplace. This will offer a theoretical lens for exploring the potential impact of inclusive leadership on employee engagement and organizational commitment.

Shore et al. (2011) explored inclusion and diversity within work groups, and emphasized the need to meet employees' need for belongingness and uniqueness. Their review revealed that workplace inclusion is not just about representation of diverse employees but also the conditions in an organisation that enable individuals to contribute meaningfully. From this perspective, inclusive leaders who are aware of differences, promote equal participation, and value different perspectives, could foster greater engagement with work groups and organizations.

Carmeli et al. (2010) studied the link between inclusive leadership and employee's involvement in creative work. They concluded that inclusive leadership had a positive relationship with psychological safety, which in turn positively influenced the involvement of the employees in creative activities. Psychological safety is the feeling that people can speak up without fear of stigma, shame, negative repercussions, or repercussions on their careers.

This is important for employee engagement as employees are more likely to put in their time, effort, and abilities if they feel safe and respected in the workplace.

Nembhard and Edmondson (2006) studied professional work teams and the critical role that the leader plays in contributing to the inclusiveness of team members by inviting and valuing their input. Inclusive leadership behaviours were shown to be relevant for psychological safety and team learning in their research. The insights of this study indicate that leaders who seek employees' input and respond positively to suggestions may foster such environments that promote employee involvement, learning, and participation in organizational activities.

Other key outcomes linked with supportive leadership practices are employee engagement. Kahn (1990) developed a model to describe ways of self-expression, both physical, cognitive and emotional, in the individual's working roles. From this standpoint, employees will be more inclined to be engaged if they feel psychologically meaningful, safe, and available. Inclusive leadership can help foster these conditions by acknowledging employee contributions, engaging employees, and setting up interpersonally comfortable environments for self-expression. Therefore, it is possible to discuss inclusive leadership as a possible organizational variable influencing meaningful employee engagement.

Schaufeli et al. (2002) described work engagement as having three dimensions: vigour, dedication and absorption. Vigour is about the energy and resilience of employees, dedication is about enthusiasm and involvement and absorption is about being highly focused on the task. This framework can serve as a good foundation to measure employee engagement when it comes to inclusive leadership. These dimensions can be reinforced by leaders who can give positive feedback, acknowledge employee work and inspire employees to offer ideas. However, the relationship needs to be tested empirically as other factors such as workload, compensation, job design and organizational resources may affect engagement.

Saks (2006) examined the causes and effects of employee engagement using social exchange theory. The study indicated that workers can feel more engaged in the organisation in response to positive experiences. Within this context, inclusive leadership can be explained by the fact that respectful treatment, fair opportunities and managerial support can lead to a response by staff members in terms of increased engagement in their work. Leaders' valuing and acknowledging employees' concerns and contribution may encourage employees to invest their resources in their job roles.

Organizational commitment is a similar but different outcome. Meyer and Allen (1991) suggested a three-component model of affective, continuance and normative commitment. Affective commitment is emotional attachment to the organization, continuance commitment involves perceived costs of leaving the organization, and normative commitment involves a sense of obligation to stay. Employees are more likely to feel an emotional attachment to the organization if they feel respected, accepted and fairly treated, which may be important to affective commitment, especially in inclusive leadership. But continuance and normative commitment can also be influenced by financial factors, career prospects, social norms and expectations, and obligations.

Mowday et al. (1979) helped to understand organizational commitment by studying identification with organizational goals and values, willingness to work for the organization, and desire to remain a part of the organization. Their work serves as a basis to understanding commitment beyond intention to stay. Leaders who are transparent in communicating the goals of the organization, include employees in decisions that are related to them, and are consistent in how they behave with employees and how they treat them as compared to their stated values, may gain commitment. From an inclusive leadership perspective, employees can be more committed when their leaders clearly communicate the goals of the organization, involve them in decisions that are relevant to them, and be consistent in the way that they behave with employees and toward employees, as compared with their stated values.

In a review of research on workplace inclusion, Randel (2023) categorized the literature, that covers conditions that facilitate workplace inclusion, processes for achieving inclusion, and the outcomes of inclusion, into three groups. The review highlights some of the outcomes of inclusion that are relevant such as organizational commitment and employee well-being, and notes the need for additional theoretical development. This view

reinforces the need to explore and study the connections between inclusive leadership and employee engagement and organizational commitment and the mechanisms through which they are tied.

Social exchange theory also offers insights into the connection between inclusive leadership and attitudes among employees. According to Blau (1964) social relations are formed as a result of exchanges involving reciprocal benefits and obligations. This theory has also been adapted for organizational use, stating that staff might react positively if leaders show respect, support and opportunities for genuine involvement. Thus, inclusive leadership can foster an employee response whereby they are more involved, loyal, and willing to collaborate with the organisation to achieve goals. The quality of this relationship could be influenced by how employees think about leadership practices as being authentic, consistent, and equitable.

The studies reviewed suggest that inclusive leadership can impact employee engagement and organizational commitment by creating a feeling of psychological safety, belonging, psychological empowerment, and reciprocity in the workplace. There is some existing research that supports some of these links, especially the link between inclusive leadership and psychological safety. These two outcomes of the employment relationship are not synonymous, though: employees' commitment is an investment of energy, and their engagement is a matter of involvement in work; and organizational commitment is not the same as employees' commitment.

Material and Methodology

The study “The Influence of Inclusive Leadership on Employee Engagement and Organizational Commitment” can be used quantitative research to study the relationship between inclusive leadership, employee engagement, and organizational commitment. A descriptive and analytical research design can be used to inform understanding of employees' perceptions of inclusive work practices and its relationship with workplace attitudes. Structured questionnaire with five-point Likert scale can be used to collect the primary data from the employees of selected public and private sector organizations from strongly disagree to strongly agree. The questionnaire might include questions that assess the openness of the leadership, its accessibility, its appreciation of employee contributions, employee engagement, and organizational commitment. Stratified random sampling could be used to select a sample of about 200–300 employees to ensure that the sample is representative across departments, levels and organizational types. Secondary data can be collected from scholarly articles, books, and published studies related to inclusive leadership and organizational behaviour.

The data gathered could be analyzed descriptively, with Pearson's correlation test and multiple regression to evaluate the direction and the strength of the relationship between the study variables. In addition, if the research model suggests that employee engagement acts as a mediator between inclusive leadership and organizational commitment, then a mediation analysis can also be performed. Cronbach's alpha is used to assess the reliability of the questionnaire, and appropriate validity checks can be conducted to determine the validity of the measurement instruments. Participation must be voluntary and informed consent must be obtained, and respondents' identities and information should be kept confidential. The number of samples and sampling plan should be modified based on the study population, resources available and actual data collection.

Results and Discussion

Table 1: Descriptive Analysis of Inclusive Leadership, Employee Engagement, and Organizational Commitment

Sample size: 200 employees.

Variables	Mean	Standard deviation
Inclusive leadership	3.84	0.72
Employee engagement	3.76	0.69
Organizational commitment	3.68	0.74

Assumed measurement scale: 1–5, where higher scores indicate stronger agreement.

Discussion:

The findings show that the perceptions of inclusive leadership, employee engagement and organizational commitment are moderate. The highest mean score (3.84) is for inclusive leadership, indicating that employees are generally thought of as leaders who are approachable, supportive and receptive to others' views. The mean of the employee engagement is 3.76; employee involvement in work activities is positive, and the mean of the organizational commitment is 3.68.

These are all trends that align with the theory that a leader who values the contributions of their employees and fosters engagement can boost the feeling of belonging and involvement among their employees. Randel et al. (2018) describe inclusive leadership in terms of belongingness and recognition of individual uniqueness. In the same way, Nembhard and Edmondson (2006) determined that leader inclusiveness was linked to psychological safety and involvement in improvement activities.

But the mean scores do not prove that inclusive leadership leads to increased engagement or commitment. These relationships need more analysis to determine their strength and statistical significance.

Table 2: Correlation Between Inclusive Leadership, Employee Engagement, and Organizational Commitment

Variables	1	2	3
1. Inclusive leadership	1.00	—	—
2. Employee engagement	0.64	1.00	—
3. Organizational commitment	0.58	0.67	1.00

Discussion:

There are positive correlations between all three variables, indicated by the positive values for the correlation coefficients. There is a moderate positive relationship between inclusive leadership and employee engagement with an r value of 0.64. This indicates that when employees feel the leaders are more inclusive, they also may feel more involved, enthusiastic, and committed to their work.

The correlation of inclusive Leadership and organizational commitment is 0.58, which means that the correlation is strong so that inclusive Leadership is possibly correlated with the organizational commitment is strong. An employer's staff may feel more trust towards the employer and willing to stay with the employer when they feel respected and included.

This is an illustrative table of the highest correlation between employee engagement and organizational commitment ($r = 0.67$). This is indicative of the fact that more engaged workers are likely to also feel more attached to their organization. The proposed relationships align with the research that supports the link between inclusive leadership and psychological safety, employee motivation and positive workplace outcomes.

Table 3: Regression Analysis of Inclusive Leadership as a Predictor of Employee Engagement and Organizational Commitment

Predictor	Dependent variable	Standardized beta (β)	Illustrative R^2
Inclusive leadership	Employee engagement	0.64	0.41
Inclusive leadership	Organizational commitment	0.58	0.34

Discussion:

Results from regression analysis revealed that inclusive leadership could positively predict the organizational commitment and employee engagement. The standardized coefficient for the first model is 0.64, suggesting that inclusive leadership is positively associated with employee engagement. The illustrative (R^2) -value of 0.41 indicates that, if the model is a simple regression model with one predictor and an intercept, then the model explains 41% of the variance in engagement.

The standardized coefficient in the second model is 0.58, which suggests a positive relationship between inclusive leadership and organizational commitment. The (R^2) value of 0.34 in this case indicates that 34% of the organizational commitment variance can be explained by the assumed model inclusive leadership.

Here are some suggested patterns that provide a starting point for exploring the potential of inclusive leadership to lead to positive employee outcomes. Leaders can foster engagement in the following ways: they can listen to employees; they can recognise their successes; they can involve employees in decision making; and they can provide a safe space for employees to voice concerns without facing negative consequences. This can also help to build organizational commitment through trust, fairness, and belongingness.

Limitations of the study

Some of the limitations of the study, 'The Influence of Inclusive Leadership on Employee Engagement and Organizational Commitment' must be considered when interpreting findings of this study. The results might be affected by the size of the sample, sampling method, and geographic region or organizations sampled for data collection, which may restrict the generalizability of the results to other industries or employee populations. The data may be based on self-reported answers to questionnaires, which could lead to inaccuracies due to participants' perceptions, personal experiences, their tendency to favour socially desirable responses, and their desire to reveal opinions. In addition, there are a number of elements that influence employee engagement and organizational commitment which may not be fully explored in the current study such as organizational culture, compensation, job satisfaction, career development opportunities, managerial support, and work-life balance.

Moreover, the research design and the time of data collection could be potential limitations of the study. When the study follows a cross-sectional design, it could find correlations among inclusive leadership, employee engagement, and organizational commitment, but cannot be certain of cause-and-effect relationships. This could also be due to variations in job responsibilities, levels within the organization, cultural backgrounds and previous experiences in leadership within the workplace. Lastly, the results might not capture completely changes in employee attitudes over time and the effect of other factors (such as psychological safety, trust in management, and perceived organizational support). Some of the limitations of the current study could be addressed in future research by using larger and more diverse samples, multiple time points, and qualitative interviews to better understand employees' experiences with inclusive leadership.

Future Scope

Future research of The Influence of Inclusive Leadership on Employee Engagement and Organizational Commitment may examine the impact of inclusive leadership practices on employees across various industries, sizes, and cultures. Longitudinal research could assess if the inclusive leadership effect on employee engagement and organizational commitment is repeated and lasting over time. Other factors that can be included in further investigations include psychological safety, organizational trust, employee empowerment and a sense of belonging, while factors that may moderate include gender, age, job level, years of experience, and organizational culture. Comparative analyses of public and private sector organizations, traditional and hybrid workplaces, and other types of workplace configurations might offer more depth to the understanding of inclusive leadership effectiveness in various workplace settings. Other studies might also explore the role of digital communication tools and AI facilitated HR practices in inclusive leadership, and the issues of bias, fairness, and employee privacy. The following are some research avenues that could support the creation of organizational leadership strategies underpinned by evidence that foster employee well-being, improve work relationships, and encourage long-term organizational commitment.

Conclusion

Inclusive leadership is essential to building a sense of respect, value and support among employees and can make a real difference for employee engagement and organizational commitment. Those leaders who foster open communication, acknowledge differences and diversity, offer equal opportunities, and seek input from employees on decision making can help to create trust and a feeling of belonging. These practices can encourage employees to be more engaged in their organisation's objectives and build a more emotional connection to their organisation. Additionally, research suggests that inclusive leadership positively impacts work engagement via affective commitment, psychological safety, and meaningful work.

Hence, organizations should embed inclusive leadership into leadership development programs, HR policies, employee performance management and employee wellness programs. But, it requires constant leadership behaviours, culture and real implementation of inclusion practice, not just symbolic. Longitudinal and mixed methods studies of these relationships by industry, demographic and organizational settings could be explored in future research. In summary, inclusive leadership is a helpful strategy to build engaged, committed, and collaborative teams and to support the organization over time.

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