

Inclusive Leadership towards Employee Performance In-Role and Extra-Role with Work Engagement as a Mediation

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Abstract

This research investigates the relationship between inclusive leadership and work engagement in civil servants in Central Kalimantan. In addition, this research explores the influence of the mediating role of work engagement on inclusive leadership and in-role performance and out-of-role performance. In February 2024, a total of 128 employees in government offices were surveyed with the Work Engagement Scale, Inclusive Leadership Scale, and Performance Scale outside and inside the employee's role. Using PLS (Partial Least Square) testing, a component or variant-based SEM structural equation model to test research hypotheses. The research results found that inclusive leadership was directly able to increase work engagement, employee performance within the role and employee performance outside the role. The uniqueness of this research is testing the mediating effect of work engagement using the upsilon (ν) mediation effect method, and using the concept of OCB which is divided into in-role performance and out-of-role performance.

Keywords: inclusive leadership, employee performance in-role and extra-role; work engagement

1. Introduction

Organization is a process aimed at determining and grouping the work to be done, as well as establishing and assigning authority and responsibility with the aim of facilitating individual collaboration in achieving effective goals (Mathis et al., 2017). Within an organisation, human resources become the primary focus of attention due to their direct correlation with organisational performance. Performance is a multidimensional concept that encompasses three aspects: attitude, ability, and accomplishment. Performance is the outcome generated by specific job functions or activities in a particular job over a specific period of time (Robbins & Judge, 2022). The organization's success in achieving its goals can also be influenced by internal factors such as employee involvement (Seprianto, 2021a). The organization must persist in its endeavors to enhance the caliber of human resources that can be effectively utilized and empowered in alignment with the fundamental tasks and functions of the organization. This entails ensuring the presence of qualified human resources who possess the necessary abilities, skills, knowledge, and a positive work attitude (Novelya & Karuehni, 2023). Government is like a company that needs to learn to upgrade the progress of the times for good performance (Kianto et al., 2019). Human resources (HRM) has a unique identity, is different from other sources, and has a mindset, not a dead object. This necessitates specific attention to this resource. Employee loyalty and the concept of engagement determine the growth of an organization in the business and government sectors. Organizations in the public sector,

including the government, face several challenges, including limited funds, limited staff, limited resources, and limited commitment (Aboramadan, Hamid, et al., 2022). These challenges need organisation to evolve and find new solutions. Even while many organisations try to live in complex environments, only a few recognize their invaluable resources in their organizations. This kind of income can cover employee extracurricular activities including creativity, innovation, and organization-building. This is necessary since it contributes to organizational success in a competitive environment (Ozturk et al., 2021). The important relationship between the individual and the performance variable of an outstanding employee in an organization is sharing involvement (Ozturk et al., 2021; Shuck et al., 2011; Stirpe et al., 2022). Work engagement has consequences for the output of work, one of which is performance. Therefore, by becoming more involved in a job, employees are expected to produce better performance because individuals with a high level of engagement in their work will see that their work is part of their lives.

The advancement of technology in the context of the Industrial Revolution 4.0 has changed many aspects of life, from social interactions to societal norms (Herawati et al., 2021). The principal catalyst behind the aforementioned transformative shifts is the use of information technology, which is accessed via the internet and undergoes automated training via facial recognition. Effective leadership has a crucial role in cultivating innovation and cultivating novel work methodologies that capitalise on information, expertise, and emerging technology (Jung et al., 2003). For future studies (M. A. Khan et al., 2020) The principal catalyst behind the aforementioned transformative shifts is the use of information technology, which is accessed via the internet and undergoes automated training via facial recognition. Effective leadership has a crucial role in cultivating innovation and cultivating novel work methodologies that capitalise on information, expertise, and emerging technology. The use of an inclusive leadership style enables employees to actively participate in decision-making processes and fosters their overall preparedness as employees. This leadership model exemplifies a commitment to openness, accessibility, and availability in their interactions with followers, thereby facilitating the generation of novel ideas by employees (Carmeli et al., 2010); (Sharifirad & Ataei, 2012). While prior research has emphasised the significance of leadership in fostering employee motivation and facilitating the expression of ideas, there remains a dearth of research on inclusive/relational leadership within this particular domain. The correlation between leadership and employment behaviour necessitates further comprehensive investigation into the various mechanisms through which leadership can impact work behaviours both within and beyond their designated roles. Consequently, the construction of mediation and moderation in the relationship between leadership and work behaviour also exhibits variations. In addition to the capacity of leaders to foster work behaviour among employees both within and outside their designated tasks, the active engagement of employees in their work is crucial for enhancing organisational performance. Albert Bandura's social cognitive theory highlights the significance of observational learning, social experience, and mutual determinism in the formation of personality. The employee's engagement in the task will result in the employee achieving optimal productivity.

2. Literature Review

2.1 *Inclusive Leadership, in role and extra role Behavior*

Leadership is the ability to influence an organization or company in achieving a vision or goal. (Anggriani et al., 2022; Robbins, S.P. and Judge, 2013). There are 65 distinct classification systems that have been developed during the past 60 years to establish leadership dimensions (Fleishman et al., 1991). Bass (Seltzer & Bass, 1990) established a classification system that outlines many definitions of leadership as the central aspect of group operations. In this scenario, the leader assumes a central role in driving change and facilitating group dynamics, thereby influencing the collective aspirations of the group. Inclusive leadership can be understood as an expansion of the relational leadership approach, which emphasizes the need of collaboration between leaders and followers. In this style, leaders prioritize engaging with individuals rather than imposing their own perspectives or actions upon them (Carmeli et al., 2010); (Hollander, 2009). Organizational citizenship behavior (OCB) is an optional activity that is not explicitly stated in a contract as part of an employee's duties or acknowledged in formal incentive programs (Sambung et al., 2012).

Hanh Tran & Choi, (2019) conducted an empirical study that revealed a favourable correlation between inclusive leadership and organizational citizenship behavior (OCB) among service workers in Vietnam. The findings reveal that inclusive leadership exerts a positive effect on extra-role behaviors (organizational citizenship behaviors) in the Palestinian higher education setting (Aboramadan, Dahleez, et al., 2022). High levels of OCB have been found to positively affect creativity and change (Seppälä et al., 2012). Several elements contribute to the development of Organisational Citizenship Behaviours (OCBs). One such factor is the quality of relationships between leaders and employees. The perception of the quality of superior-subordinate interaction plays a significant role in fostering OCB among employees. Greater superior influence correlates with increased employee Organisational Citizenship Behaviour (OCB). The primary determinant in affecting the situation is the superior's inclination to utilize their authority in assisting the subordinate in resolving the challenges encountered by the subordinate (Novliadi, 2009). According (Wayne et al., 1997)), employee who experience a high level of engagement with their superiors are more inclined to engage in tasks outside their usual responsibilities. Conversely, employees who have a low level of interaction with their employers are more prone to relying on the routine tasks assigned to a working group (Kusumajati, 2014). When comparing the preceding study model to research that utilises inclusive leadership styles, with staff involvement as a mediator, in order to enhance performance inside and beyond roles, notable distinctions can be observed. According Hanh Tran & Choi, (2019) inclusive leadership is positively related to OCB. The findings advance the literature on leadership by studying an underexplored type of leadership in relation to employee OCB.

Previous research findings suggest that directly inclusive leadership can improve organizational citizenship behaviour (OCB) employee. However, it is still necessary to demonstrate the role of leadership directly on performance outside roles and performance within the roles of

employee, so the hypothesis of this study is:

Hypothesis 1: Inclusive leadership affects extra role behavior performance

Hypothesis 2: Inclusive leadership affects in role behavior performance

2.2 Inclusive Leadership and Work Engagement

Full engagement is achieved only by those who consistently demonstrate physical, cognitive, and emotional presence during their job performance. According to Lai et al. (2020), the personnel exhibit higher levels of attentiveness, connectivity, and task performance focus. The antecedents of work engagement have been extensively examined in the literature, with leadership emerging as a significant factor in this regard. Despite the existence of several studies investigating the associations between various types of leadership and work engagement, such as transformational leadership (Bui et al., 2017) and empowering leadership (Cai et al., 2018), there has been a notable lack of scholarly focus on inclusive leadership. In addition, IL increases employee engagement in decision-making and work processes by granting them the opportunity to articulate their ideas and viewpoints. Multiple studies have demonstrated that leaders who are transparent and inclusive facilitate the professional and intellectual development of their followers. These possibilities have an immediate impact on both work-related and individual resources, leading to an increase in work engagement (Ly, B. 2024). Therefore, this study indicates:

Hypothesis 3: Inclusive Leadership has a significant impact on Work Engagement.

2.3 Work Engagement, In Role and Extra Role Behavior

Kanungo (1982) defines work involvement as the active participation of an individual's ego in their work. employment engagement refers to an individual's level of trust in their current employment and the extent to which their work meets their needs. According to Kanungo, individuals exhibit a higher level of engagement in specific activities when they perceive them as capable of meeting their psychological requirements. Working behaviour inside and beyond designated roles In addition, IL fosters employee engagement in decision-making and work processes by granting them the opportunity to articulate their ideas and viewpoints. Multiple studies have demonstrated that leaders who are transparent and inclusive facilitate the professional and intellectual development of their followers. These possibilities have an immediate impact on both work-related and individual resources, leading to an increase in work engagement.

Introduced by Katz (1964), In role Performance goes beyond the clear role requirement and is proposed to be equal to the behavior of the member of the organization (OCB) by Smith et al. (1983) and Organ (1988). "Extra-role behavior is discretionary behaviour that goes beyond formal role requirements, and thus, is not publicly defined in job descriptions" (Organ, 1988, 1990 dikutip dari Yap et al., 2009, p. 280). MacKenzie dkk. (1998) has confirmed work involvement and job satisfaction as important determinants of ERP, which in turn has a direct negative relationship with turnover. In line with that, the Organ (1988) has shown that ERP results from job satisfaction. Pro-social (or ERP) behavior has a negative impact on voluntary

turnover. (George dan Bettenhausen, 1990). In a study of their sales counterparts, Yap et al. (2009) observed that reward programs stimulate IRPs, but at ERP costs. According to Agarwal (2014), employees that exhibit a high level of engagement have the potential to enhance the competitive advantage of an organisation. According to (Aboramadan, et al., (2022), the engagement of literature management has a good impact on organisational performance in the healthcare sector. Similarly, Aboramadan et al., (2020) found that literature management can enhance the performance of duties in higher education. The impact of employment participation on volunteer intentions to continue working, move intentions, and organisational citizenship behaviour (OCB) has been seen within the framework of OSP (Aboramadan et al., 2019). Therefore, this study indicates:

Hypothesis 4: Work Engagement has a significant impact on in role behavior.

Hypothesis 5: Work Engagement has a significant impact on extra role behavior.

2.4 Work Engagement as mediation

According to empirical research conducted by Ly (2024), Aboramadan et al. (2022), and Agarwal (2014), we contend that the engagement of employees in their work will be advantageous for the organization due to their exceptional performance. These engaged employees hold the belief that they are owed a reward by their leaders for the benefits they have received, and feel a sense of obligation to reciprocate by demonstrating great job outcomes. Consequently, when employees perceive a positive perception of their leader, they derive satisfaction from their job. To be more precise, if engaged employees believe that they can satisfy their own requirements due to the leader's provision of necessary resources, they will experience a sense of obligation and, as a result, will be more inclined to commit themselves to the organization's achievements. According to Agarwal (2014), employees who exhibit a high level of engagement have the potential to enhance the competitive advantage of a firm. According to Aboramadan, Hamid, et al. (2022), the engagement of literature management has a good impact on organizational performance in the healthcare sector. Similarly, Aboramadan et al. (2020) found that literature management can enhance the performance of duties in higher education. The impact of employment involvement on volunteer intents to continue working, move intentions, and organizational citizenship behavior (OCB) has been seen within the framework of OSP (Aboramadan et al., 2019). Therefore, we assume that employee involvement is capable of mediating improved employee performance with the impetus of leadership.

3. Research Method

Participants and procedures. Data collected from civil government officials who work in the government offices of Center Kalimantan, including functional and non-functional PNS. A total of 128 online questionnaires were distributed, 128 returned, and a total of 128 can be used for statistical analysis using Smart PLS 4.0. Respondents were characterized by 78 (61%) males and 50 (39%) females, with an education level of 50 (39.1%) undergraduate/diploma 4, 35 (27.3%) S2, 20 (15,6%) high school degrees and 21 (16.4%) diplomas. Job experience of 32

respondents (25%) 5-10 years, 31 (24,22%) 10-15 years, 21 (16,41%) 16-20 years, 25 (19,53%) over 21 years and 19 (14,84%) with less than 5 years of work experience.

Statistical Strategy. The author uses PLS-SEM to evaluate the study hypothesis (Hair et al., 2018). PLS-SEM is commonly used in a wide range of scientific fields, including human resources management, marketing, strategic management, and hospitality. (Ringle et al., 2018; Hair et al., 2012; Ali et al., 2018). SEM PLS is a multivariate statistical analysis to estimate the influence between variables performed simultaneously with reference to the study of exploration/prediction/ development of structural models. This is because the algorithm built in the SEM PLS is to maximize the value of the R square of endogenous variables. On the basis of such an algorithm then the SEM pls is called SEM with the flow of study of exploration/prediction/ development of structural models or SEM based on variance.

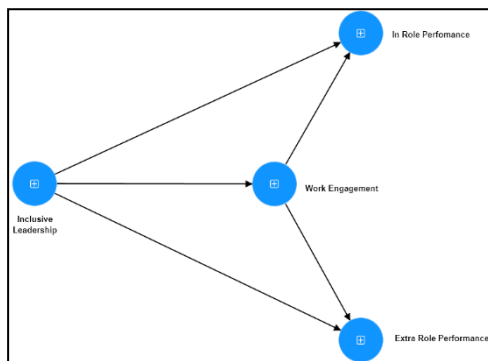


Figure 1. Research framework

4. Finding and Discussion

Model evaluation in PLS is carried out using a two step approach, namely two steps where evaluating the measurement model to obtain adequate requirements and continuing with structural model evaluation to evaluating model quality.

Table 1. Result of model constructs

Construct	Indicator	Item reliability	Convergent validity		
		Loadings	CR	Alpha	AVE
Inclusive Leadership	InLe1	0,796	0,909	0,887	0,857
	InLe2	0,716			
	InLe3	0,810			
	InLe4	0,721			
	InLe5	0,794			
	InLe6	0,791			
	InLe7	0,731			
Work engagement	WE1	0,821	0,918	0,893	0,652
	WE2	0,794			

	WE3	0,833			
	WE4	0,818			
	WE5	0,754			
	WE6	0,823			
	IRo1	0,817			
In Role Performance	IRo2	0,842	0,882	0,800	0,714
	IRo3	0,875			
	ExRo2	0,758			
Extra Role Performance	ExRo3	0,877	0,866	0,768	0,684
	ExRo4	0,841			

Note: CR = Composite Reliability; AVE = average variance extracted

Factor Loading (LF) or outer loading is the correlation between each measurement item and a variable. Rule of thumb, Hair et al (2021), Henseler et al (2009) use $LF \geq 0.70$ as acceptable. The LF research results are all above 0.7. One indicator, namely ExRo1, was removed from the model because it had an LF value < 0.7 . Internal consistency reliability shown by composite reliability (CR) is all with a value greater than 0.7. Apart from Composite Reliability, other measures that describe the level of reliability or internal consistency of reliability are Cronbach's Alpha and Rho A. The research results all have values above 0.7. Average variance extracted (AVE) is the average variation of each measurement item contained by the variable. How far as a whole the variables can explain variations in measurement items, research results show an AVE value ≥ 0.50 .

Tabel 2. Discriminant Validity of Constructs

Variables	ERP	IRP	IL	WE
Discriminant Validity: Fornell–Larcker Criterion				
ERP	0,827			
IRP	0,692	0,845		
IL	0,633	0,682	0,766	
WE	0,722	0,729	0,763	0,808
Heterotrait–Monotrait Criterion (HTMT)				
ERP				
IRP	0,877			
IL	0,749	0,795		
WE	0,864	0,851	0,847	

Note: ERP= Extra Role Performance, IRP=In Role Behavior, IL=Inclusive Behavior, WE= Work Engagement

We also report discriminative validity (DV) based on the Fornell-Larcker criterion and the Heterotrait-Monotrait criterion. The Fornell-Larcker criterion indicates that the square root of

the AVE of each construct is higher than the highest correlation of the construct with other constructs in the model. The results show that the correlation between constructs has a greater value than other constructs. Compared with the Heterotrait-Monotrait (HTMT) correlation criterion ratio, it is better than the traditional approach on discriminative validity assessment due to much lower values of both the Fornel-Larcker criterion and cross-loading using 0.85 as the appropriate threshold level (Hair et al., 2017).

Although this method is often used in applied research, it does not allow to reliably detect discriminative validity problems. (Hair et al., 2017) stated that the HTMT measure is better used than the Fornell and Larcker criterion methods in detecting discriminant validity. Therefore, Discriminant Validity (DV) is better assessed using HTMT (Henseler et al., 2015). DV is used to measure how other constructs differ using empirical standards (Hair et al., 2017). To achieve a satisfactory level of DV, the results show that all constructs have HTMT scores <0.90, and the 97.5% bootstrap confidence interval shows all values are in good agreement, thus indicating that all research constructs (ERP, IRP, IL and WE) are conceptually and empirically different from each other.

Table 3. Testing for Potential CMB Based on Full Collinearity

Construct	Inner VIF
Extra Role Performance	
In Role Performance	
Inclusive Leadership	2,395
Work Engagement	2,395

Note. VIF = variance inflation factor.

If inner VIF > 5 then there is suspicion of multicollinearity. However, in (Hair et al., 2017) a VIF value between 3-5 has the potential for multicollinearity to occur and the ideal is if VIF < 3. Multicollinearity examination in this study with a VIF value < 3 means there is no multicollinearity.

Assessment of Structural Modeling Path Coefficients

Table 4. Path Coefficients for Direct Effects.

Hypotheses	Original sample	T statistics	P values	Report
Inclusive Leadership -> Extra Role Performance	0,197	1,741	0,041*	Supported
Inclusive Leadership -> In Role Performance	0,302	3,129	0,001**	Supported
Inclusive Leadership -> Work Engagement	0,763	16,498	0,000**	Supported
Work Engagement -> Extra Role Performance	0,572	5,616	0,000**	Supported
Work Engagement -> In Role Performance	0,498	4,924	0,000**	Supported

Note P values** < 0,01, * < 0,05

The results in the table above show that our path coefficient is significant. The results show that all paths are statistically significant. The structural paths of the remaining constructs were significant based on two-tailed tests at $p < 0.05$. In Hypothesis 1, we predicted that IL has a positive effect on ERL. As shown in the table above, this is statistically significant at ($t = 1.741$, $p < 0.041$). This shows that IL directly influences ERL and the hypothesis is accepted. Hypothesis 2 also predicts that there is a positive and statistically significant relationship between IL and IRL. This was also shown to be determined at ($t = 3.129$, $p < 0.001$) which supports the effect proposed in Hypothesis 2; therefore, IL is able to increase the IRL of the accepted hypothesis. Hypothesis 3 also predicted that IL statistically and significantly has a positive effect on WE. This was also shown to be determined at ($t = 16.498$, $p < 0.000$) which supports the effect proposed in Hypothesis 3; therefore, IL is able to increase WE, the hypothesis is accepted. Hypothesis 4 also predicted that WE statistically and significantly had a positive effect on ERP. This was also shown to be determined at ($t = 5.616$, $p < 0.000$) which supports the effect proposed in Hypothesis 4; therefore, WE is able to improve ERP, the hypothesis is accepted. Hypothesis 5 also predicted that WE statistically and significantly had a positive effect on IRP. This was also proven to be determined at ($t = 4.924$, $p < 0.000$) which supports the effect proposed in Hypothesis 5, therefore, WE is able to increase IRP, the hypothesis is accepted.

Table 5. Path Coefficients for Indirect Effects.

Hypotheses	Original sample	T statistics	P values	Report
IL->WE>ERL	0,437	5,902	0,000*	Supported
IL->WE->IRL	0,380	5,059	0,000*	Supported

Note: $P \text{ values}^* < 0,01$

Table 5 above shows that the t value and p value respectively ($t = 5.902$, $p < 0.000$); Therefore, the estimate that WE mediate the relationship between IL and ERL is proven to be positive and significant, this means that the hypothesis is accepted. The next result is $t = 5.059$, $p < 0.000$, therefore WE mediate the relationship between IL and IRL proven to be positive and significant. These results indicate that in this study it is called complementary partial mediation.

To see whether the influence of exogenous latent variables on endogenous latent variables has a mediating effect, namely with the value recommended by Cohen in (Ogbeibu et al., 2021) namely values of 0.175 (high mediation), 0.075 (medium mediation), and 0.01 (low mediation).

Table 6. Statistik upsilon (v)

Path	Mediation	upsilon (v)	mediation effect	
IL -> WE				
WE-> ERP	IL ->WE-> ERP	0,170	high influence	mediation
WE-> IRP	IL -> WE -> IRP	0,112	high influence	mediation

Note: IL = Inclusive Leadership; WE = work Engagement; ERP = Extra Role Behavior, IRB=In Role Behavior

Based on the mediation value above IL ->WE-> ERP with a value of 0.172 (mediation influence leads to high), and IL -> WE -> IRP with a value of 0.112 (mediation influence leads to high), Ogbeibu, et al, (2021) is 0.01 (low mediation influence), 0.075 (medium mediation influence) and 0.175 (high mediation influence).

Evaluation of model quality can be seen from several measures: R square, according to Hair et al (2019), R square values of 0.75, 0.50 and 0.25 mean substantive (high), moderate and weak influence. Another opinion is according to Chin (1998) in Henseler et al (2009) where the R square value is 0.67 (high), 0.33 (moderate), 0.19 (weak); The research results show that R2 for ERP is 0.538 (53.2%) meaning that the influence of IL on ERP is moderate, the influence of IL on IRP is 0.569 (56.9%) and the influence of IL on WE is 0.538 (53.8%) influence. moderate. Q square is how much the model's predictive accuracy (PLS path model's predictive accuracy) is described in Q Square redundancy or Q square, which is a measure that describes how well the model has predictive relevance. If Q square is greater than 0, it shows that the exogenous variable has predictive relevance to the constructed endogenous variable. This value is obtained through a procedure called the blindfolding procedure. The results show that Q2 for IL is 0.000, WE is 0.370, ERP is 0.356 and IRP is 0.380. This means that IL has a low relevant predictive value, while WE, ERP and IRP have moderate values. In Hair et al (2019), if Q square has a value of 0 (low), 0.25 (moderate), 0.50 (high) then the meaning of Q Square is predictive accuracy. F Square, the f2-effect size measure, which describes how big the influence of the variables in the structural model is. The results showed that the influence of IL on ERP was 0.035 (low), IL on IRP was 0.089 (low), IL on WE were 1.395 (large), WE on ERP was 0.296 (medium) and WE on IRP was 0.240 (medium). The interpretation of the f2 effect size value in Hair et al (2021) and Henseler (2009) is 0.02 (low) 0.15 (medium) 0.35 (large). The effect size value of f2 only explains the magnitude of the direct effect.

Based on the Standardized Root Mean Square Residual (SRMR), which is a tool for measuring model fit, the average value of all standardized residuals is $0.089 < 0.10$, meaning it has a good model fit value. The condition used is that an SRMR value below 0.08 indicates a fit model, while an SRMR value between 0.08 to 0.10 is still acceptable (Yamin, 2021).

Table 7. *PLS Predict*

Indicator	PLS-SEM RMSE	PLS-SEM MAE	LM RMSE	LM MAE
ExRo2	0,748	0,613	0,753	0,617
ExRo3	0,611	0,486	0,585	0,452
ExRo4	0,755	0,578	0,714	0,544
IRo1	0,567	0,471	0,600	0,487
IRo2	0,605	0,481	0,621	0,477
IRo3	0,609	0,478	0,584	0,440

WE1	0,602	0,466	0,597	0,457
WE2	0,815	0,632	0,809	0,621
WE3	0,663	0,521	0,666	0,526
WE4	0,614	0,490	0,639	0,496
WE5	0,581	0,474	0,608	0,475
WE6	0,546	0,400	0,553	0,396

The model has high predictive accuracy if all RMSE or MAE values of the PLS model are lower than the Naive LM (Linear Regression Model) comparison model. If most of the indicators' RMSE or MAE values for the PLS model are lower than the Naive LM (Linear Regression Model) comparison model, then it has medium predictive power. Overall, based on data processing, for the most part (there are 12 measurements out of 24), the RMSE and MAE values of the PLS model are lower than the linear regression model, so the model has medium predictive power.

5. Conclusion

This research responds to various developments made to examine the concept of inclusion in general (Aboramadan, Dahleez, et al., 2022) and the support of inclusive leadership in government development, specifically. Moreover, this study makes a valuable contribution to the existing body of knowledge on organizational learning in the government sector. It achieves this by investigating the potential impact of intervention on the association between inclusive leadership and staff behavior, specifically in terms of out-of-role performance and staff engagement. Our findings stem from research that showed that predictor variables (inclusive leaders) directly influenced the result variable (employee involvement) between mediators (Vakira, et al 2023). The practical implications of our findings for government organizations and the government sector of central Kalimantan are substantial. In order to enhance employee performance and performance beyond their designated tasks, it is imperative for governments at the district and municipal levels to embrace inclusive leadership within their leadership philosophy. This approach fosters a heightened awareness among employees, hence promoting optimal performance. Furthermore, inclusive management fosters an environment where employees are afforded the chance to actively participate in decision-making processes. This entails fostering a collaborative and participatory approach, wherein employees are encouraged to go beyond their prescribed job responsibilities by engaging in extra-role and in-role behavior. When recruiting leaders inside their companies, it is imperative for leaders at the district or city levels to prioritize the cultivation of inclusive thinking and tolerance towards diversity. Furthermore, it is imperative for governmental entities to enhance the notion of inclusiveness by implementing leadership training programs, seminars, and workshops. Furthermore, it is imperative to properly utilize the practice of engaging employees through the sharing of activities and knowledge growth in order to foster work behavior both within and outside of their designated positions, as well as to initiate transformative change. Employment engagement can serve as a conceptual framework for organizational leaders to get insights into the process by which businesses formulate strategies, make choices, and foster both extra-role

performance and performance inside roles among their personnel. Hence, it is imperative for inclusive leadership strategies to promote the development of institutional capacity, thereby enabling organization members to actively participate in shaping the institutional climate. This approach will enhance the level of awareness among organization members regarding the importance of inclusion. The enhancement of inclusivity and value within the community of officials and society at large can be achieved by implementing training centres and networks. Inclusive leadership necessitates a concentrated effort to transform the working environment by actively engaging all members of the company, irrespective of their differences, as catalysts for fostering diversity.

The engagement of employees has the potential to enhance performance both within and outside their designated job responsibilities. Out-of-role performance refers to engaging in activities that adhere to the established rules and regulations of an organization to maintain order in the workplace. Out-of-roll performance refers to voluntary actions that exceed the formal requirements of a role. It is not explicitly defined in the job description, which includes indicators such as assisting others, actively listening to issues and concerns, safeguarding the organization's property, assisting with heavy workloads, and adhering to workplace rules and presence levels. These findings corroborate the studies conducted by (Stirpe et al., 2022) This elucidates our ability to enhance the Enterprise Resource Planning (ERP) system of the personnel. Performance in a certain capacity refers to the expected activities of a colleague, as specifically outlined in the job description. These expectations are measured by several indicators, including the quality and amount of work, precision in timing, independence, and adherence to task completion deadlines. Particularly to adhere to informal regulations established to maintain order within the professional environment. These findings corroborate the studies conducted by (Stirpe et al., 2022) That explains that we are able to raise the IRP of the staff.

To enable future research, the limitations of this research must be clarified. First, our data was collected from one source. However, the authors have made some improvements to reduce the bias of the general method, but they recommend advanced research to collect data from various sources, including supervisory rankings. Secondly, our research looks at how inclusive leadership affects behavior outside of work and at work alone. The climate for creativity and an inclusive climate is some examples of other mediating factors that can act as interference in relationships examined in future studies. (Aboramadan, Dahleez, et al., 2022; AlMunthiri, et al, 2024).). Thirdly, since these samples come from Indonesia, there may be limitations on the generalization of the results. As a result, the author suggests further research to replicate this research in various governmental organizations and in different cultures. Finally, qualitative data or mixed research methods can provide a thorough analysis of how inclusive leadership drives extra-role behavior and in-role behaviour, which in turn enables more creative work behaviors.

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