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## **Mediating Role of Personal Attitudes in the Relationships between Inclusive Leadership on Employee Performance**

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### **Abstract**

*The aim of this study is to explore the mediating role of personal attitudes in the relationships between inclusive leadership on employee performance. This study adopted questionnaire survey method and data was collected from 274 staff of private school in Bauchi state. Data was analyzed using SPSS and PLS SEM. 4 software. Data were analysed through SPSS while path analysis will be performed through PLS SEM. The tools were used to assess and evaluate the statistical significance of relevant path coefficients of the understudy variables. The study findings show that there were positive significant relationships between inclusive leadership and employee performance, Furthermore, personal attitude mediates inclusive leadership on employee performance, the result suggests that there was significant positive relationship between inclusive leadership and employee performance. The study recommended that the management of the staff of senior secondary schools within the Bauchi metropolis should improving their leadership style, also Foster diversity through recognition and rewards, the staff of senior secondary schools within the Bauchi metropolis should be encourage and leadership among their staff. This leadership style inspires and motivates employees by setting high expectations, providing support and guidance, and encouraging innovation and creativity, the workplace should prioritize the improvement of personal attitude.*

**Key words:** Employee performance, Inclusive Leadership, Personal attitudes

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### **1. Introduction**

As with activities pertaining to the work done, performance is frequently used to assess employee work outcomes. Since the company's desired work outcomes for workers must adhere to performance appraisal standards, it has been established from the start that employee performance reviews are profitable and achieve organizational goals (Hamidi 2023). However, the outcomes of each employee vary based on their goals and skills (Latham 2023). Job performance is determined by individual skill and motivation (Susanto et al., 2023). Higher

performance results from each employee's capacity (Lu et al., 2023).

Scholars have proposed that employee performance is based on the type of reward system in place within organizations (Alkandi et al., 2023). According to a study by Susanto et al. (2023), employee performance is an indicator of financial or other outcomes of the employee that has a direct connection with the performance of the organization as well as its achievement. Employee behavior will have an impact on the organization's reputation. A key component of an organization's

effectiveness is its ability to effectively supervise, develop, and empower its workforce (Lin et al., 2023).

Businesses are being forced by a number of forces to be innovative and creative in order to remain competitive. Because of this, taking the lead is essential while trying to be creative and competitive. Being present, open, and accessible are the three key characteristics of inclusive leaders, according to Siyal (2023), who first came up with the concept. They pointed out that inclusive leaders are those that are both easily reachable and willing to listen to their subordinates' creative suggestions

Organizations can take a more holistic approach to rewards in order to create a lasting and hard-to-copy work relationship (Correia et al., 2023). Employer-employee interactions are mostly determined by reward schemes. Employees' willingness to provide in return is directly influenced by the reward system, which establishes what the employer is ready to offer (Munoz et al., 2023).

However, there is a complicated and poorly understood link between these characteristics and employee performance. According to recent research, employees' perceptions and reactions to leadership and corporate culture may be mediated by their own attitudes (Bagga et al., 2023). The functions of inclusive leadership, have emerged as key topics in management study and practice as businesses work to improve worker performance. These elements are acknowledged as being crucial in determining workplace dynamics, including worker satisfaction, engagement, and productivity (Hasan & Sadat, 2023). Nevertheless, little is known about the processes by which these factors influence worker performance, especially the possible mediating function of attitude.

## **2. Literature review**

**Literature  
Development**

**Review/Hypothesis**

Personal attitude, defined as an individual's predisposition towards their work environment and colleagues, can significantly impact how employees perceive and react to organizational culture, leadership, and diversity (Rojak et al., 2024). A positive attitude may enhance the effectiveness of an inclusive organizational culture and leadership, leading to higher levels of employee performance. Conversely, a negative attitude could undermine these factors, leading to decreased performance (Shi et al., 2023).

Despite the theoretical acknowledgment of personal attitude as a potential mediator, empirical studies exploring this relationship are scarce. There is a pressing need to investigate how personal attitude mediates the relationship between inclusive leadership and how this mediation affects employee performance (Dai & Fang 2023). Understanding this mediating role is crucial for organizations aiming to optimize their culture and leadership strategies to foster a more productive and harmonious workforce. The problem, therefore, lies in the limited empirical evidence on the mediating role of personal attitude in the relationship between organizational culture, inclusive leadership, diversity, and employee

The problem, therefore, lies in the need to empirically explore and elucidate the mediating role of personal attitude in the relationship between inclusive leadership on employee performance. Addressing this gap could provide valuable insights for management to enhance employee performance in diverse organizational settings by fostering a leadership approach that aligns with the positive attitudes of their staff.

### **Employee Performance**

Employee performance is what influences how much they contribute to the organization, including the quantity of output, quality of output, duration of output, workplace attendance and cooperative attitude (Ratnasari et al., 2023). Individual productivity is important in terms of accomplishing goals with feelings of mastery and pride (Cardosof et al., 2023). Fernandez and Arun (2023) financial organizations require highly performing individuals to reach their objectives, provide goods and services to their clients and have competitive advantage over others.

### **Inclusive Leadership**

Creating an inclusive culture is influenced by a variety of organizational elements. These include HR procedures and policies that foster an inclusive environment, organizational views and presumptions on diversity (Umrani et al., 2024), engaged leaders a common understanding of inclusion (Onuorah, 2024). These days, CEOs are focused on fostering inclusivity and leveraging differences. In order for individuals and groups to benefit from a diverse and inclusive culture, leaders must foster open communication, adopt flexible standards for acceptable behaviors, show a strong interest in learning and development, and build a climate that supports these goals.

According to Umrani et al. (2024), inclusive leaders are those who are approachable, available, and receptive to staff members' fresh ideas, fostering an environment where individuals feel psychologically comfortable expressing opinions that frequently deviate from accepted wisdom. When leaders are approachable and available, staff members freely discuss problems and concerns. Openness, availability, and accessibility are characteristics of IL that Islam et al., (2024) found to be comparable to other studies that demonstrated a leader's sincere concern and care for their followers, which

increased employee trust (Cao et al., 2023).

### **Personal Attitude**

The Social psychology has included the study of attitudes, which is the study of evaluations, from the field's inception with Polish peasants in America and Europe (Boski 2024). In his work on psychological types, Jung (2022) coined the term "attitude" to refer to a readiness to react; this meaning was later adopted (Nieminen 2024). Every port (2021). However, overt behavioral responses are no longer included in the definition of attitudes because there are no assurances that, for instance, loving a political candidate will result in support for that candidate at the polls. Instead, the relationship between attitude and conduct is best understood as an empirical inquiry that is outside the concept of attitude, which only emphasizes the evaluative aspect of attitudes as favor or disfavor. Relevant theories were used in this study. The underpin theory is social exchange theory will be considered suitable for this study.

### **Empirical Review / Hypothesis Development**

#### **Relationships between Inclusive**

#### **Leadership and Employee Performance**

According to Umrani et al. (2024), inclusive leadership's supportive behavior role is more crucial than a number of characteristics that can be used to explain employee performance. According to certain research, inclusive leadership improves worker performance (Umrani et al., 2024). subject Employee performance, well-being, and inclusive leadership: an empirical study found that creative workers typically exhibit high performance. According to certain research, inclusive leadership enhances worker performance (Umrani et al., 2024). Although various research has tried to investigate the elements that affect employee performance, the mechanism of IL is still in the exploratory stage (Wang et

al., 2023). Making work meaningful for workers: The part inclusive leadership plays Gong and associates (2024). Openness, availability, and accessibility are the three key components of inclusive leadership, according to Zhang and Zhao's (2024) study on the impact of IL on task performance: a moderated mediation model of resilience capacity and work meaningfulness.

**H2: There is a significant relationship between inclusive leadership and employee performance.**

### 2.5.1 Personal Attitude Mediates Relationship Between Inclusive Leadership and Employee Performance

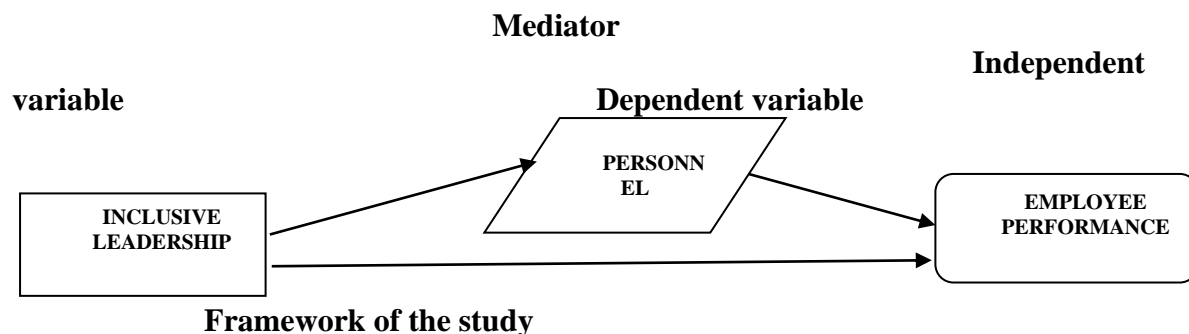
Steenkamp et al. (2024) have identified a number of personal attitude categories, including self-esteem, inventiveness, personal behavior management, and the urge for achievement. Furthermore, those researchers assess each individual's attitude in a number of ways, such as thinking, cognition, and sentiments and emotions. Individual attitudes and

organizational activities are intimately linked to employee performance, which is defined by a propensity and attitude toward creative and productive intelligence skills (Sapiee et al., 2024).

In light of the aforementioned empirical evidence, some researchers have been studying the relationship between employee performance and personal attitudes in the field of human resource management. One study, conducted by Chand et al. (2024) and Zhao et al. (2023), found that personal attitudes mediate the relationship between organizational culture and employee performance, with positive and significant effects. Personal attitudes can influence how well employees perform in relation to the culture of the company. Accordingly, a person's commitment to achieving organizational success is reflected in their personal attitude.

**H2: personal attitude mediates in relationship between, inclusive leadership and employee performance**

**Figure1.1: Framework of the study**



### 3. Methodology

The research design serves as the backbone of the study, providing a framework for collecting, measuring, and analyzing data in a systematic and rigorous manner. It encompasses various methodological approaches, both qualitative and quantitative, aimed at effectively addressing the research problem and achieving the research objectives. As suggested by Hunziker and Blankenagel (2024), the cross-sectional

survey approach was selected since it enables the simultaneous distribution of questionnaires to numerous respondents. In this study, the survey design was appropriate for collecting data from 274 staff of private school in Bauchi state. Two Hundred and Seventy-Four (274) staff were sampled, using random sampling technique. To gather and make adequate representation of the study a cross section of the entire number of staff were selected. According to Hiebl (2023), Sampling techniques are methods used to

pick the selected sample in a controlled manner and in a systematic manner.

The sample size from the population was calculated by the researcher using Taro Yamane's formula.

Taro Yamane's formula is given as;

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N = total population

E = error margin = 0.5

N=211

Scheaf et al. (2023) It is evidence from the literature, that the adequate response rate for questionnaire survey in research is approximately 60%. Accordingly, this study would add 30% (63) of the 211 minimum sample size derived from Taro Yamane's calculation, based on the general rule that "the larger the sample size, the better the result." Thus, 274 respondents make up the study's sample size. A closed-ended, structured questionnaire was employed in this investigation. According to Hansen and Świdarska (2024), a closed-ended questionnaire is a set of questions that ask respondents to select from a list of options provided by the researcher.

For the study, the researcher employed primary data, which was gathered by giving respondents in the study region a standardized questionnaire. As a result, this study used a 5-point Likert scale to collect respondents' opinions through closed-ended questions. The researcher administered the instrument to the respondents using a personal approach in

order to administer data collecting for this study.

#### **4. Result and Discussion**

##### **Data analysis**

The statistical package for social sciences (SPSS) software version 25 was used to key in or compute the data, clean the data, and reduce errors for analysis. The statistical instrument for this study will be the PLS-SEM, which is currently one of the reliable methods for analyzing data on social issues (Guenther et al., 2023). According to Adler et al. (2023), PLS-SEM is preferred over other techniques whether we are working with innovative conceptual models or require a preliminary evaluation of any existing phenomenon.

##### **Descriptive Statistics of Respondents**

The respondents' genders: 70 respondents, or 33.3% of the sample, were female, and 140 respondents, or 66.7% of the sample, were male. The respondents' ages the 31 (14.1%) were between the ages of 18 and 30, 108 (51.4%) were between the ages of 31 and 40, 51 (24.3%) were between the ages of 41 and 50, and 20 (9.5%) were between the ages of 51 and over.

The educational qualification of the respondents; 121 respondents representing (57.5%) had ND/NCE, 64 respondents representing (30.5%) had BSc/HND, 25 respondents representing (12.0%) had MSc/MBA, work experience of the respondents; 131 respondents representing (62.4%) were between 1-10 years, 47 respondents representing (22.4%) were between 11 – 20 years, 32 respondents representing (15.2%) were between 21 – 35 years.

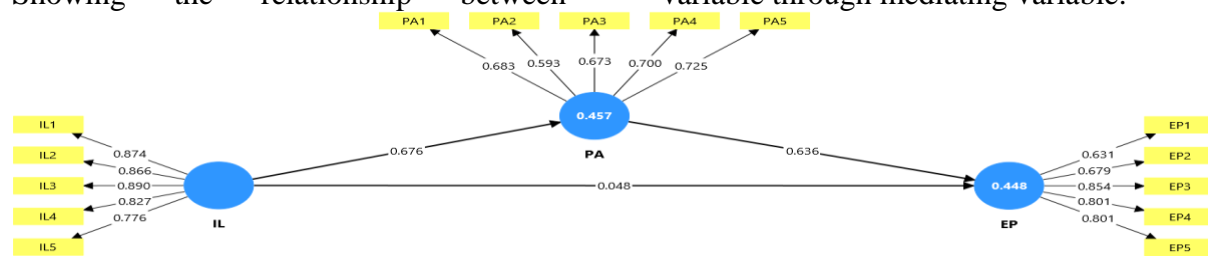


**Table 1.1: Convergent Validity of Measurement Model Table**

Construct	Item	Loadings	CA	CR	AVE
Employee Performance (EP)	EP1	0.632	<b>0.814</b>	<b>0.869</b>	<b>0.574</b>
	EP2	0.681			
	EP3	0.852			
	EP4	0.796			
	EP5	0.805			
Personal Attitude (PA)	PA1	0.716	<b>0.708</b>	<b>0.811</b>	<b>0.562</b>
	PA2	0.622			
	PA3	0.701			
	PA4	0.700			
	PA5	0.655			
Inclusive Leadership (IL)	IL1	0.790	<b>0.840</b>	<b>0.887</b>	<b>0.610</b>
	IL2	0.783			
	IL3	0.816			
	IL4	0.753			
	IL5	0.762			

Source: Field Survey, 2024

**Figure 1.2: Measurement Model:** independent variables with dependent variable through mediating variable. Showing the relationship between



According to Al-Zwainy and Al-Marsomi (2023), the appropriate value for outer loading must be greater than 0.50. As a result, factor loadings below 0.50 ought to be eliminated. To achieve dimensionality among the measurement items in the model, six items with factor loadings less than 0.50 were eliminated from the study.

### Discriminant Validity

Once convergent validity is completed and has been established, discriminant validity is done to measure the average correlation

of indicators throughout the model (Lee et al., 2022). Discriminant validity refers to the distinction between constructs in the model, and is established when the constructs are distinct from each other (Rasoolimanesh, 2022). Discriminant validity assessment is calculated using the Heterotrait-Monotrait Ratio (HTMT) criterion, which is considered a stronger method (Datti and Inuwa, 2023; Ojojogu et al., 2023) stated that all the values above 0.90 show discriminant validity issues.

**Table 1.2: Discriminant Validity (HTMT) Matrix**

Construct	EP	IL	PA
Employee Performance (EP)			
Inclusive Leadership (IL)	<b>0.532</b>		
Personal Attitude (PA)	0.873	0.772	

Source: Field Survey, 2024

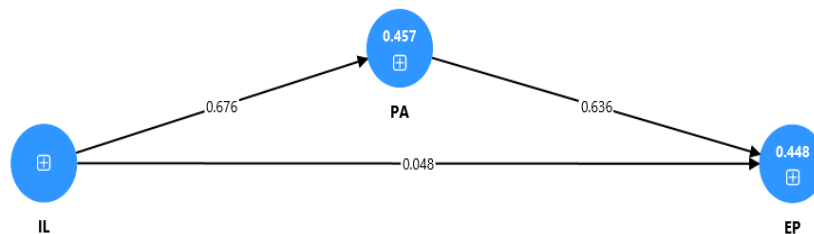
### Assessment of structural model

Following the evaluation of the measurement model, which confirmed the items' and constructs' convergent and

discriminant validity, the structural model is examined. The structural model is being examined in order to provide empirical support for the research model. The model

needs to undergo certain basic studies, such as evaluating the path coefficients' significance, the effect size (F2), the

coefficient of determination (R2) values, the predictive relevance (Q2), and collinearity.



**Figure 1.3: Structural Model:** Showing the relationship between Assessing Effect Size (F<sup>2</sup>)

Taylor and Alanazi (2023) recommend that the impact size be modest, moderate, or high, with an effect size value (F2) of 0.02, 0.15, and 0.35, respectively. A predictive construct is deemed to have had no impact on the associated endogenous construct in the model if its effect size (F2)

**Table 1.3: Effect Size (F<sup>2</sup>)**

Construct	Employee Performance	Effect Size
Inclusive Leadership	0.448	High Effect

**Source: Field Survey, 2024**

### Significance effect of direct path coefficients

For the two hundred and twenty-two valid samples utilized in this investigation, the bootstrapping technique was employed to evaluate the structural model and perform multiple analysis. As is commonly recommended in the literature, the bootstrapping process was conducted using 5,000 subsamples (Ma et al., 2024). Testing the significant impact of all the direct and indirect interactions that were hypothesized in the previous chapter is the main goal of this investigation. Its purpose is to verify whether or not the data gathered supports the hypothesis. The acquisition of T Statistics and P Values was examined in order to test the direct influence hypothesis in this investigation. In Smart-PLS, the T Statistic and P Values are calculated using a bootstrapping procedure on models that have been

independent variables with dependent variable through mediating variable.

value is less than 0.02. The level of effect size (F2) for each of the direct correlations between the model's constructs is displayed in Table 1.3. It demonstrates that inclusive leadership has a medium impact on employee performance, with an effect size value of (F2 = 0,448), respectively.

deemed reliable and valid. If T Statistics > T table (1.960) or P values < 0.05, the hypothesis' findings are accepted. The findings are displayed in table 1.4. According to the literature, two-tailed tests indicate that values of 1.65 are significant at a 10% significance level, while 1.96 and 2.57 are also significant at a 5% and 1% significance level, respectively (Ojoajogu et al., 2023). Similarly, the critical values for the one-tailed test are 1.28 at the 10% significance level, 1.65 at the 5% significance level, and 2.33 at the 1% significance level (Ojoajogu et al., 2023). The results' degree of statistical significance is shown by the p-values. As a result, a p-value of less than 0.05 (shown by 0.000) is typically regarded as statistically significant, meaning that the likelihood of the expected outcomes occurring is less than 5%. All the direct relationships hypothesize in this study are

directional, and therefore, the one-tailed test was used to assess the t-values and the significant effect of all the path coefficients. Therefore, the path with values from 1.65 and above was significant using the 5% significance level,

**Table 1.4: Significance Effects of Direct and indirect (Path Coefficient)**

Hypothesis	Relationships	Original Sample(O)	Standard Beta	t-statistics	p-Value	Decision
H1	IL ->EP	0.676	0.036	15.596	0.043	Significant
H2	PA=> IL => EP	0.048	0.018	2.030	0.023	Significant

Source: Field Survey, 2024

### IMPORTANCE-PERFORMANCE MAP ANALYSIS MATRIX (IPMA)

The importance-performance map analysis (IPMA) was used to more accurately describe the study's findings. Finding constructs with poor performance and high relevance is the goal of IPMA analysis (Haverila et al., 2023).

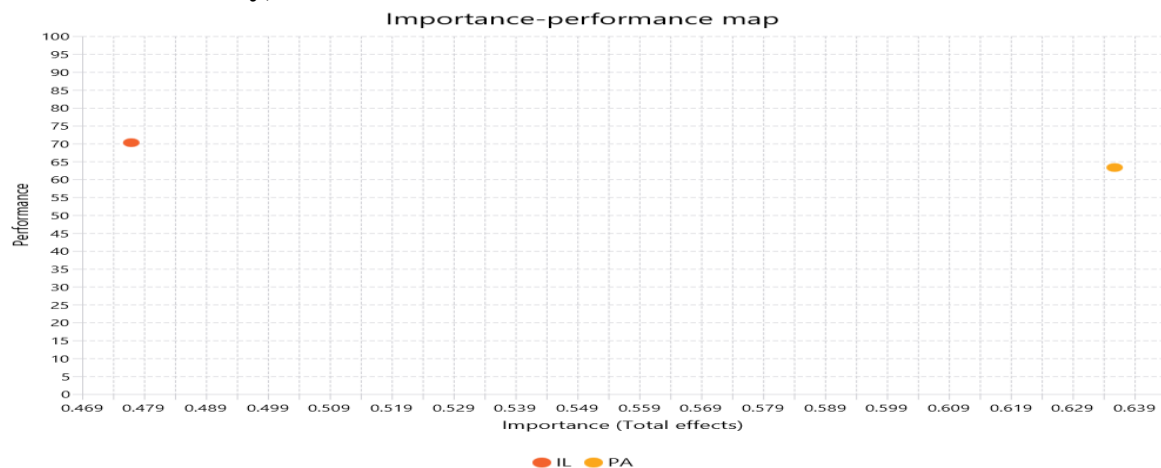
and the hypotheses are accepted. However, the path coefficient with t-values lower than 1.65, the hypotheses are rejected. Hence, the result of the hypothesis of direct relationships is depicted in the table below.

The result of the IPMA reveals performance of the construct as Inclusive leadership (IL) (72.532), and personal attitude (PA) (68.057) while the importance results shown that Inclusive leadership (IL) (-0.031), and personal attitude (PA) (0.680) Figure 6 and Table 4.2 shows the detailed IPMA result for all the constructs.

**Table 1.5: IPMA Results**

Construct	Importance	Performance
Inclusive Leadership	0.477	70.259
Personal Attitude	0.636	63.313

Source: Field Survey, 2024



**Figure 1.4: Importance Performance Map**

### Discussion of findings

#### Relationship Between Inclusive leadership and Employee Performance

According to the first hypothesis (H1), inclusive leadership and employee performance are significantly positively correlated. A positive and significant link between IL and EP was indicated by the results of standardized regression weights

from Table 1.4 ( $\beta = 0.676$ ,  $t = 15.596$ ,  $p = 0.043$ ). Stated differently, with a p-value of 0.043, the regression weight for IL in the EP prediction is substantially different from zero. The findings indicate that there is a substantial positive association between IL and EP. Thus, the hypothesis ( $H_1$ ): that states there is positive relationship between relationship between



inclusive leadership and employee performance and is hereby **Accepted**.

*(H<sub>1</sub>): There is significant relationship between inclusive leadership and employee performance.*

#### **4.8.2 Mediating role of personal attitude on the relationship between Inclusive leadership and Employee Performance**

H<sub>2</sub> PA x IL → EP: presumed that, personal attitude mediates the relationship between IL and EP, but the results ( $\beta = 0.048$   $t = 2.030$ ,  $p = 0.023$ ) also suggests that there is a mediate but positive relationship between inclusive leadership (IL) and employee performance (EP). The results are very positive and statistically significant, as indicated by the p-value of 0.023. In summary, the link between IL and EP is positively mediated by personal attitude (PA). Hence the hypothesis that states personal attitude (PA) mediates the relationship between IL and EP is hereby **accepted**.

*(H<sub>5</sub>): personal attitude mediates the relationship between inclusive leadership and employee performance.*

#### **5. Conclusion and Recommendation**

Since it is widely accepted that employee performance is an essential component of organizational success, it is advised that companies give top priority to crucial elements like employee populations and inclusive leadership in order to attain high performance levels. According to the study's findings, senior secondary school employees in the city of Bauchi are thought to have higher levels of inclusive leadership. In this regard, the positive and significant finding showed that the more staff members have been exposed to inclusive leadership and have acquired the necessary skills to carry out their jobs, the better their performance level. Organizations that recognize the value of inclusive leadership will be able to implement successful leadership techniques, which will improve worker performance generally and help them

accomplish their objectives. As a result, it is advised that effective leadership be considered at all organizational decision-making levels and that organizational fairness be upheld in each unit.

#### **Recommendations**

The following suggestions are made in light of the study's findings and analysis regarding the mediating role of personal attitude in the relationship between inclusive leadership on employee performance of senior secondary school staff in the city of Bauchi:

a) Foster inclusive leadership through recognition and rewards: The schools should implement recognition and reward systems to foster inclusive leadership among staff. Their sense of competence and autonomy can be improved by acknowledging and applauding their efforts and accomplishments, which will motivate them to do better.

In order to maximize the mediating role of personal attitude on the relationship between inclusive leadership on employee performance, it is crucial that senior secondary school staff in the city take these suggestions into consideration. By putting these suggestions into practice, the schools may foster positive, inclusive leadership that improves worker happiness, productivity, and overall organizational success.

#### **Suggestions for further studies**

Firstly, this study is limited as it only considered the effect of personal attitude as a mediating variable. Consequently, future studies should examine the possibility of using other important variables such as work motivation, work discipline and diversity, as either mediator or moderating variable in relation to employee performance and other predictor variables of this study. This is because inclusive leadership focus on identifying and providing the staffs' needs that may perhaps provide clearer view of the concept of employee performance which in reciprocity could contribute to the

proper understanding of the factors that influence employee performance.

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