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# Fostering Resilience Through Inclusion: The Role of Inclusive Leadership in the Workplace

**Dr. D.S Latha** [1]

**S Juliet Silviya** [2]

[1] Department of Management Studies, M.O.P Vaishnav College, Chennai

[2] Department of Human Resource Management, Stella Maris College, Chennai

**Abstract:**

This study investigates the impact of inclusive leadership on employee resilience within an organization. Utilizing a quantitative descriptive research design and convenience sampling of 119 employees, the study examined the relationship between inclusive leadership dimensions (fair treatment, openness, understanding in communication, and integration into the unit) and employee resilience. The findings reveal a statistically significant positive correlation and influence of inclusive leadership on employee resilience, accounting for 18.6% of its variability. Furthermore, the study found significant differences in employee resilience across age groups. The research underscores the critical role of inclusive leadership in fostering a resilient workforce capable of navigating organizational challenges and promoting overall well-being.

**Keyword:** Leadership, Resilience, Organisation Culture, Openness, Collaboration

## 1 INTRODUCTION

In today's increasingly diverse and dynamic workplace, inclusive leadership has emerged as a critical approach for organizational growth and success. Inclusive

leadership is characterized by valuing team members, inviting diverse perspectives, and creating an environment where individuals feel their opinions enhance the company's well-being. This leadership style emphasizes behaviors that foster an egalitarian workplace where employees' competencies are appreciated. Key traits of inclusive leaders include cognizance of bias, cultural intelligence, promotion of collaboration, and mutability. By involving diverse opinions, inclusive leaders limit their own biases,

communicate effectively across cultures, ensure equal say in initiatives, and adapt to new ideas. This approach contrasts with traditional hierarchical models, focusing instead on fostering a sense of belonging and leveraging differences to improve organizational performance. The ability of leaders to exhibit openness, accessibility, and availability is central to inclusive leadership.

Simultaneously, employee resilience, defined as

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the capacity to adapt, bounce back, and thrive in the face of adversity, has become increasingly important for navigating workplace challenges. Resilient individuals cope better with change, contributing to increased productivity, reduced burnout, and enhanced job satisfaction. Leaders play a pivotal role in fostering resilience by promoting open communication, providing development resources, and recognizing individual strengths.

Recognizing the significance of both inclusive leadership and employee resilience in modern organizations, this study aims to address the limited understanding of how inclusive leadership practices specifically influence the development of employee resilience. This research investigates the direct and indirect effects of inclusive leadership, examining how its various dimensions – fair treatment, openness, understanding in communication, and integration into the unit – contribute to building a resilient organizational culture. By exploring this relationship, the study seeks to provide valuable insights and practical recommendations for leaders and organizations striving to cultivate both inclusive and resilient workforces in an era of constant change.

## 2. STATEMENT OF THE PROBLEM

The modern workplace is increasingly dynamic and often presents challenges that can impact employee well-being and productivity. While resilience is crucial for navigating these challenges, its development within organizations is not fully understood. Employees who are resilient are better equipped to handle stress, adapt to change, and recover from setbacks, ultimately contributing to both their own success and the organization's.

This research aims to investigate how inclusive leadership behaviors can foster resilience among employees. Inclusive leadership, characterized by traits such as openness, accessibility, and valuing diverse perspectives, may play a

significant role in creating a supportive environment where resilience can thrive.

This study seeks to address this gap by examining the relationship between inclusive leadership and employee resilience.

## 3. OBJECTIVE OF THE STUDY

● To Examine the Impact of Inclusive Leadership on Employee Resilience.
● To evaluate the influence of openness to differences on employee resilience.
● To gauge the effect of fair treatment on employee resilience.
● To assess the impact of shared understanding in communication on employee resilience.
● To examine the effect of integration into a unit on employee resilience.
● There is significant differences on Age and employee resilience

## 4. CONCEPTUAL RAMEWORK&HYPOTHESIS DEVELOPMENT
**Inclusive Leadership**



**Independent Variable  Dependent Variable**

### 4.1 Inclusive Leadership and Resilience

Inclusive leadership, which values diverse perspectives and fosters a sense of belonging, has a significant positive relationship with employee resilience, the capacity to bounce back from adversity. Inclusive leaders create environments where employees feel valued, heard, and acknowledged, which empowers

them to navigate challenges with greater confidence. By promoting open communication, fairness, and a sense of belonging, inclusive leadership cultivates a supportive atmosphere that bolsters employees' ability to adapt and thrive in the face of change. The study found a statistically significant positive correlation between inclusive leadership and employee resilience

H1: Inclusive Leadership has influence on Resilience H2: Fair treatment has influence on employee resilience

H3: Openness to difference has influence on employee resilience

H4: Shared Understanding in communication influence on employee resilience

H5: Integration into a Unit influence on employee resilience

## 4.2   Age and employee resilience

The relationship between age and resilience is complex and not strictly linear. While some studies suggest resilience may increase with age due to accumulated life experiences and coping mechanisms, others indicate a potential decline in certain aspects of resilience in very late life due to increased vulnerability and resource limitations. [1] However, resilience remains a crucial factor for successful aging, enabling individuals to adapt to age-related challenges, maintain well- being, and recover from adversity throughout their lifespan. [2]

H6: Age has a significant difference on employee resilience

## 5.   RESEARCH METHODOLOGY

The research employed a descriptive research method and utilized a quantitative longitudinal method to investigate the influence of inclusive

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .431[a] | .186 | .157 | 4.08978 |

leadership on employee resilience. A convenience sampling method was used, resulting in 119 usable surveys collected via Google Forms during working hours. Primary data was gathered through surveys.

The Instruments for Employee Resilience Scale was adopted from Muhammed Taufiq Amir and Peter Standen (2015) and the Inclusive Leadership instrument was adapted from Nathaniel J. Ratcliff (2018). Inclusive Leadership consists of 20 items whereas Employee resilience consists of 10 items. Four dimensions such as Fair treatment, Openness, Shared understanding in communication and Integration into units were used to measure inclusive leadership.

The study aimed to assess the relationship between inclusive leadership traits and employee resilience through statistical analyses, including correlation and regression, while controlling for relevant variables. Ethical considerations were

maintained throughout the research process.

## 5.1   RELIABILITY TEST FOR VARIABLES

| Variable | Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|---|
| Inclusive Leadership (Independent Variable) | 0.923 | 0.925 | 20 |
| Employee Resilience (Dependent Variable) | 0.750 | 0.770 | 10 |

The reliability analysis for both the independent and dependent variable from the study has shown that the Cronbach's value is above 0.6 so both the variables are accepted.

## 5.2   REGRESSION BETWEEN INCLUSIVE LEADERSHIP AND EMPLOYEE RESILIENCE

H1 – There is a positive relationship between inclusive leadership and employee resilience.

**Model Summary**

a.Predictors: (Constant), fair treatment, Shared understanding in communication, Integration into unit, Openness to differences.

Coefficients[a]

b.        Dependent Variable: Employee resilience

Regression analysis was conducted to assess the relationship analysis was conducted to assess the strength between the two variables. From the above tables, the R value is 0.431 and R square is .186 indicating that Inclusive leadership has 18.6% influences on employee resilience. R value of 0.431 denotes that there is a moderate positive correlation between the variables.

## 5.3 CORRELATION BETWEEN FAIR TREATMENT AND EMPLOYEE RESILIENCE

H2– There is a positive relationship between Fair treatment and employee resilience.

| | | Fair treatment | Employee resilience |
|---|---|---|---|
| **Fair treatment** | Pearson Correlation | 1 | 0.347 |
| | Sig. (2-tailed) | | 0.0001 |
| | N | 119 | 119 |
| **Employee Correlation** | **Resilience** Pearson | 0.347 | 1 |
| | Sig. (2-tailed) | 0.0001 | |
| | N | 119 | 119 |

**Correlation is significant at the 0.01 level (2-tailed).

To understand how strongly fair treatment relates to employee resilience, a correlation analysis was conducted. The results showed a statistically significant positive correlation (Pearson's r=0.347, p<0.001). This indicates that as perceptions of fair treatment increase, so does employee resilience. Therefore, we can conclude that there is a slightly strong positive relationship between these two variables.

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 27.495 | 3.12 | | 8.813 | .000 |
| Fair Treatment | .208 | .165 | .144 | 1.259 | .211 |
| Openness to difference | -.015 | .225 | -.010 | -.069 | .945 |
| Shared understanding in communication | .190 | .238 | .118 | .800 | .425 |
| Integration into unit | .317 | .175 | .239 | 1.815 | .072 |

## 5.4 CORRELATION BETWEEN OPENNESS AND EMPLOYEE RESILIENCE

H3 – There is a positive relationship between Openness to differences and employee resilience.

| | | Openness | Employee resilience |
|---|---|---|---|
| Openness | Pearson Correlation | 1 | 0.324 |
| | Sig. (2-tailed) | | 0.0001 |
| | N | 119 | 119 |
| Employee Resilience | Pearson Correlation | 0.324 | 1 |
| | Sig. (2-tailed) | 0.0001 | |
| | N | 119 | 119 |

**Correlation is significant at the 0.01 level (2-tailed).

A correlation analysis was performed to determine the strength of the relationship between openness and employee resilience. The findings revealed a statistically significant, moderately positive correlation (Pearson's r=0.324, p<0.001). This suggests that higher levels of openness are associated with greater employee resilience.

| | | | |
|---|---|---|---|
| **Employee Resilience** | Pearson Correlation | 0.361 | 1 |
| | Sig. (2-tailed) | 0.0001 | |
| | N | 119 | 119 |

## 5.5 CORRELATION BETWEEN UNDERSTANDING IN COMMUNICATION AND EMPLOYEE RESILIENCE

H3 – There is a positive relationship between Understanding in communication and employee resilience.

| | | Understanding in communication | Employee Resilience |
|---|---|---|---|
| **Understanding in communication** | Pearson Correlation | 1 | 0.361 |
| | Sig. (2-tailed) | | 0.0001 |
| | N | 119 | 119 |

**Correlation is significant at the 0.01 level (2-tailed)

To examine the relationship between understanding in communication and employee resilience, a correlation analysis was conducted. The results indicated a statistically significant, moderately positive correlation (Pearson's r=0.361, p<0.001). This suggests that a greater understanding in communication is associated with higher levels of employee resilience. Consequently, the alternative hypothesis is supported, indicating a positive relationship between these two variables.

## 5.6 CORRELATION BETWEEN INTEGRATION AND EMPLOYEE RESILIENCE.

H4 – There is a positive relationship between Integration into Unit and employee resilience.

| | | Integration into Unit | Employee Resilience |
|---|---|---|---|
| **Integration into Unit** | Pearson Correlation | 1 | 0.405 |
| | Sig. (2-tailed) | | 0.0001 |
| | N | 119 | 119 |
| **Employee Resilience** | Pearson Correlation | 0.405 | 1 |
| | Sig. (2-tailed) | 0.0001 | |
| | N | 119 | 119 |

**Correlation is significant at the 0.01 level (2-tailed).

A correlation analysis was performed to determine the strength of the relationship between Integration into Unit and employee resilience. The findings revealed a statistically significant, moderately positive correlation (Pearson's r=0.405, p<0.001). This suggests that higher levels of Integration into Unit are associated with greater employee resilience.

## 5.7 ANOVA BETWEEN AGE AND EMPLOYEE RESILIENCE

H5- There are significant differences on Age and employee resilience

| **Within groups** Employee resilience | | | | | |
|---|---|---|---|---|---|
| | Sum of Squares | Df | Mean Square | F | Sig |
| **Between Groups** | 135.828 | 2 | 67.914 | 3.570 | 0.031 |
| **Within Groups** | 2206.524 | 116 | 19.021 | | |
| **Total** | 2342.352 | 118 | | | |

An Analysis of Variance (ANOVA) was performed to investigate if there were significant differences in employee resilience scores across different age groups. The analysis yielded a statistically significant result $(F(2,116)=3.570, p=0.031)$. Since the p-value (0.031) is less than the chosen significance level of 0.05, we reject the null hypothesis. This indicates that there are statistically significant differences in employee resilience among the different age groups examined. Therefore, the alternate hypothesis (H5), which stated that there are significant differences in employee resilience based on age, is supported by these findings.

## FINDINGS

Based on the research conducted, a significant positive relationship was established between inclusive leadership and employee resilience. The regression analysis revealed that inclusive leadership accounts for 18.6% of the variance in employee resilience (R Square = .186), with a moderate positive correlation (R = 0.431) observed between the two constructs. This provides strong support for the hypothesis that inclusive leadership influences employee resilience. Furthermore, the study examined the individual contributions of the four dimensions of inclusive leadership to employee resilience. Fair treatment demonstrated a slightly strong positive correlation $(r = 0.347, p < 0.01)$ with employee resilience, while openness to differences $(r = 0.324, p < 0.01)$, shared understanding in communication $(r = 0.361, p < 0.01)$, and integration into a unit $(r = 0.405, p < 0.01)$ all exhibited moderate positive correlations. These findings collectively support the hypotheses that fair treatment (H1a), openness to difference (H1b), shared understanding in communication (H1c), and integration into a unit (H1d) each have a positive influence on employee resilience. The consistently significant p-values $(p < 0.01)$ across these correlations reinforce the statistical significance of these positive relationships.

The research also investigated the relationship between age and employee resilience. The analysis of variance (ANOVA) results indicated a statistically significant difference in employee resilience scores across different age groups $(F = 3.570, p = 0.031)$9 . With a p-value of 0.031, which is less than the conventional significance level of 0.05, the null hypothesis was rejected, and the alternate hypothesis (H2) stating that age has a significant difference on employee resilience was supported. This suggests that employee resilience levels vary across different age cohorts within the studied population. While the study did not delve into the specific nature of these differences (i.e., whether resilience increases or decreases with age), the finding clearly establishes age as a significant factor associated with employee resilience. This outcome highlights the complex interplay between individual characteristics like age and the capacity to bounce back from workplace adversity, suggesting potential areas for further exploration in understanding the dynamics of resilience across the employee lifespan.

## CONCLUSION

In conclusion, this research strongly emphasizes the significant impact of inclusive leadership on fostering employee resilience within organizations. By valuing diversity, promoting equity, and ensuring inclusion, inclusive leadership cultivates an environment where employees feel valued and empowered to effectively navigate challenges. This supportive atmosphere enhances employee engagement and provides the necessary resources and mindset to recover from setbacks. As resilience becomes increasingly critical for organizational productivity and well- being, investing in inclusive leadership practices is a vital strategy for building a resilient workforce capable of thriving amidst uncertainty and change. Organizations should continuously integrate inclusive leadership principles into their culture and leadership development to leverage diverse perspectives for innovation and overall effectiveness.

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