International Journal of Academic Multidisciplinary Research (IJAMR)
ISSN: 2643-9670
Vol. 8 Issue 10 October - 2024, Pages: 359-364

The Impact of Inclusive Leadership on Team Performance and Motivation

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Abstract: By fostering an inclusive environment where everyone feels valued, inclusive leaders unlock the full potential of their teams, driving significant improvements in both performance and motivation. An environment where everyone's viewpoints are appreciated and accepted is fostered by inclusive leadership, and this improves problem-solving, creativity, and decision-making. This encourages candid communication, enthusiastic involvement, and distinctive abilities among team members. This study employed two theories namely authentic leadership theory and goal-setting theory. In summary, inclusive leadership is considered a potent instrument that improves team motivation and performance through team empowerment, collaboration, and psychological safety. Base on the summary, I recommended that establishing open lines of communication, being transparent, and working as a team are necessary to cultivate trust and collaboration within the team. Leaders that use these strategies can maximise their own potential and enhance team effectiveness.

Keywords: Inclusive Leadership, Team Performance, Motivation, Team Empowerment, Collaboration, Psychological Safety

Introduction

Team performance highlights the power of teamwork, which is directly influenced by clear roles, effective communication, and collaboration (Salcinovic, Drew, Dijkstra, Waddington & Serpell, 2022). Motivation, on the other hand, is driven, engaged, and dedicated to achieving objectives. Factors like clear goals, recognition, and a sense of purpose can ignite and sustain motivation within a team (Kuswati, 2020). The intertwined dance between motivation and team performance is explored, with a motivated team more likely to overcome challenges, work together effectively, and achieve outstanding results. Conversely, strong team performance can be a powerful motivator, as team members and leaders see their collective and inclusive efforts leading to success (Nohria, Groysberg & Lee, 2008). Inclusive leadership is a leadership style that promotes diversity, equity, and inclusion in the workplace. It goes beyond treating everyone fairly and actively cultivates a work environment that celebrates diversity. Inclusive leaders embrace differences, appreciate the unique backgrounds and experiences of each team member, and believe that a diverse team is stronger (Shore & Chung, 2022; Kuknor & Bhattacharya, 2022). Inclusive leadership champion equity, ensuring everyone has a fair shot at success, and actively dismantle barriers that might hinder progress. They foster belonging by creating a space where everyone feels welcome, valued, and comfortable sharing their ideas, encouraging participation and ensuring all voices are heard (Cox, 2020).

Concept of Inclusive Leadership

According to Carmeli et al. (2010), inclusive leaders practise a particular kind of relational leadership that respects individualised management concepts and examines interactions between team members. These leaders are known for their open, effective, and accessible leadership styles. Within a team or organisation, inclusive leadership is a style of leadership that honours and respects the various viewpoints, backgrounds, and experiences that members have. In order to promote a sense of inclusion and respect, it highlights the significance of accepting variety in all of its manifestations, including colour, gender, ethnicity, age, sexual orientation, religion, handicap, and socioeconomic status (Roberson & Perry, 2022). According to Qu and Zhao (2018), inclusive leadership and an inclusive environment work together to create organisational inclusion and have similar traits. Workplaces with greater diversity and creativity and a sense of camaraderie and mutual support are produced by inclusive leaders (Javed, Naqvi, Khan, Arjoon & Tayyeb, 2017). Workers believe they are receiving organisational assistance when they are treated well by inclusive leaders (Younas et al., 2020). A progressive team must also have inclusive leaders because they can increase team members' intrinsic motivation by showing consideration for their objectives, feelings, and aspirations as well as by being easily reachable and available to meet their needs for achievement, development, and growth (Ye et al., 2019). Higher levels of innovation and performance have been associated with inclusive leadership, which has been linked to improved perceptions of the inclusion climate (Chung et al., 2020).

Inclusive leadership is a leadership style that values and empowers everyone to contribute their best. It goes beyond treating everyone fairly and actively fosters an atmosphere of diversity, equity, and inclusion (Marques, 2020). Inclusive leaders recognize and appreciate the unique backgrounds, experiences, and perspectives of their team members, recognizing diversity as a strength

(Fujimoto & Uddin, 2021). They promote equity by ensuring equal opportunities for success and addressing barriers that might hinder progress. They also foster inclusion by creating a sense of belonging for all team members, encouraging participation and valuing different viewpoints (Cuyjet, Cooper & Howard-Hamilton, 2023). Nembhard and Edmondson (2006) initially defined inclusive leadership as a leader's words and deeds that promote and value the contributions of their followers. According to Hollander (2012), inclusive leadership is an interpersonal relationship that is interdependent and based on shared goals and ambitions that can benefit both the organisation and the individual. According to Carmeli et al. (2010), inclusive leadership is a particular relational leadership style that describes leaders who engage with their followers in an open, accessible, and available manner. According to Zhu (2011), inclusive leadership is a new style of leadership that supports, motivates, and directs team members to accomplish organisational objectives. Its four primary tenets are fairness, openness, democracy, and humanism.
Key principles of inclusive leadership include:

- **Empathy and Understanding**: Inclusive leaders seek to understand the experiences, perspectives, and needs of others. They actively listen, show empathy, and consider diverse viewpoints before making decisions.

- **Equity and Fairness**: Inclusive leaders prioritize fairness and equity, ensuring that everyone has access to opportunities, resources, and support systems regardless of their background or identity.

- **Cultural Competence**: Inclusive leaders possess cultural competence, meaning they are knowledgeable about different cultures, identities, and experiences. They strive to create an environment where diverse cultural norms and practices are respected and valued.

- **Collaboration and Teamwork**: Inclusive leaders promote collaboration and teamwork among individuals from diverse backgrounds. They recognize that diverse teams are more innovative and productive when everyone's perspectives are valued and integrated.

- **Accountability and Transparency**: Inclusive leaders hold themselves and others accountable for creating and maintaining an inclusive environment. They are transparent about their intentions and decisions, fostering trust and openness within the organization.

- **Continuous Learning and Growth**: Inclusive leaders are committed to continuous learning and personal growth. They actively seek feedback, educate themselves about diversity and inclusion issues, and are willing to challenge their own biases and assumptions.

- **Adaptive Leadership**: Inclusive leaders are adaptable and flexible in their approach to leadership. They recognize that different situations may require different strategies for fostering inclusion and adapt their leadership style accordingly.

- **Courageous Advocacy**: Inclusive leaders advocate for those who are marginalized or underrepresented within the organization. They are willing to speak out against injustice and take action to address systemic barriers to inclusion (Tapia & Polonskaia, 2020; Agger-Gupta & Harris, 2017).

Concept of Team Performance and Motivation

Team performance is the collective effort of individuals working together to achieve a common goal (AlArafat & Doblas, 2022). Key factors influencing team performance include clear goals and direction, effective communication, strong collaboration skills, trust and respect, and individual strengths and roles (Salcinovic et al., 2022). Clear goals ensure everyone is on the same page about success, while alignment with the organization's goals ensures everyone's efforts are moving in the right direction. Teamwork and collaboration are essential for success, with open and frequent communication preventing misunderstandings and fostering collaboration (Gail, 2021). Other factors that can influence team performance include effective leadership, resources, and a positive work environment. Effective leadership provides guidance, motivation, and support, while resources ensure the team has the necessary tools, equipment, and budget. A supportive work environment fosters collaboration and well-being, leading to better performance (Helmreich & Schaefer, 2018).

Team performance refers to the effectiveness and efficiency of a group of individuals achieving a common goal. Key factors influencing team performance include clarity and alignment, effective communication, strong collaboration, and complementary skills (De Jong, Dirks & Gillespie, 2016). Motivation is the internal drive and willingness of individuals to invest effort towards a goal. Motivated teams are engaged, productive, and creative, putting in their best effort (Abbah, 2014). Team achieve more with their time and resources, and are more likely to come up with innovative solutions. Team motivation is the internal drive that drives a team towards a common goal with enthusiasm and effort (İzci, Othman & Ameen, 2021). Motivated teams are engaged, productive, and creative, achieving more with limited resources. Leaders can foster motivation by creating a positive work environment, setting clear goals, and recognizing achievements, which can lead to innovative solutions and increased productivity (Shah, Agarwal & Echambadi, 2019). According to Armstrong (2009), motivation is only likely to occur when there is a perceived and practical relationship between performance and outcome, and when the goal is viewed as a way to meet needs.

Team performance and motivation are crucial for a team's success. The synergy between team performance and motivation is powerful, with leaders setting clear goals, providing recognition, and empowering their teams. Achieving goals together builds team spirit and a sense of accomplishment, which further motivates individuals (Panait, 2020). Effective communication allows team members to share ideas and feel valued, boosting motivation. By focusing on both team performance and motivation, a winning combination can be achieved: high-performing teams consistently achieving goals and delivering results, motivated individuals who are engaged, satisfied, and eager to contribute, and a positive work environment where collaboration and innovation flourish (Mackay, 2015).

Impact of inclusive leadership on team performance and motivation (Benefits and Challenges)

We can see that adopting an inclusive leadership model can help increase performance, and that the subtle influence of leadership behaviours will surely affect the improvement of employees' selfefficacy (Yu, 2019). High employee performance is favourably and significantly correlated with inclusive leadership. When leaders deviate from the conventional leadership model, workers do very well (Ke, Zhang & Zheng, 2022). Inclusive leadership fosters diverse perspectives, promoting better decision-making and increased participation. It values team members' unique contributions, leading to increased innovation. Psychological safety fosters trust and collaboration, enhancing team performance (Li & Tang, 2022). Inclusive leaders also improve employee well-being and motivation by creating a supportive environment, leading to reduced stress and higher job satisfaction. Motivated employees are more engaged, productive, and eager to contribute to the team's success (Umrani, Bachkirov, Nawaz, Ahmed & Pahi, 2023). As a result, leaders can only build great relationships with their followers when they foster an inclusive environment (Rawat et al., 2021). Additionally, inclusive leadership fosters innovation (Mikyoung & Moon, 2019) and teaches followers how to manage situations in hazardous environments and maintain and coordinate their actions at work (Wang et al., 2019). The relationship and support that leaders have with their subordinates who have indicated that their inclusive leadership has improved employee performance are the foundational elements of inclusive leadership (Yu, 2020). Managers may guarantee that the project is completed on time by collaborating closely with their employees and utilising their influence to increase productivity (Yukl, 2012).

Inclusive leadership fosters a positive work environment where everyone's perspectives are valued and respected, leading to improved problem-solving, innovation, and decision-making. This fosters open communication, fostering active participation and unique skills among team members. Inclusive leaders also create a sense of psychological safety, allowing individuals to express their opinions, share ideas, and take risks without fear of judgment or reprisal. This fosters creativity, learning, and experimentation, resulting in higher engagement and motivation (Kuknor & Bhattacharya, 2022). In addition to these benefits, inclusive leaders actively seek input from diverse team members when making decisions, resulting in more informed and well-rounded decisions. This encourages team members to be more invested in the decision-making process and motivated to support the outcomes (Moss, 2019). The guiding principles of the company's inclusive leadership can guarantee improved overall performance, increased motivation, and innovation, claim Carmeli et al. (2010). By encouraging a sense of respect and belonging for each team member, inclusive leadership improves team cohesion and leads to improved goal-achieving, communication, and teamwork. Practices like active listening, open communication, and delegation empower team members, boosting motivation and ownership (Bannay, Hadi & Amanah, 2020). Studies show a direct link between inclusive leadership and factors like employee resilience and work meaningfulness, contributing to better performance. Diverse teams with inclusive leadership are more likely to exhibit higher levels of collaboration and superior decision-making (Randel, Galvin, Shore, Ehrhart, Chung, Dean & Kedharnath, 2018). **Theoretical review**

Authentic Leadership Theory (ALT): is a leadership approach that emphasizes genuineness, selfawareness, transparency, and moral grounding in interactions. It was first proposed by Bill George,

Peter Sims, Andrew N. McLean, and Diana M. Mayer in their 2003 book "Authentic Leadership:

Rediscovering the Secrets to Creating Lasting Value." It gained prominence through subsequent works. Authentic leaders are genuine, self-aware, and transparent in their interactions with others. Inclusive leadership often incorporates elements of authenticity by encouraging leaders to be true to themselves while also actively listening to and respecting diverse perspectives (Walumbwa, Avolio, Gardner, Wernsing & Peterson, 2008; George et al., 2003). Authentic leaders, as defined by George et al. (2003), possess five key characteristics: self-awareness, relational transparency, fairness and objectivity in decision-making, an internalized moral perspective, and authentic behavior. Selfawareness involves a deep understanding of one's strengths, weaknesses, values, and emotions, while transparency builds trust and credibility. Relational transparency involves open communication and honesty, while fairness and objectivity in decision-making consider diverse perspectives. Internalized morality guides leaders, upholding high standards of integrity, honesty, and ethical conduct. Authentic behavior demonstrates alignment with values and beliefs, embracing one's unique identity and leading with integrity.

Goal-setting Theory**:** According to this theory proposed by Edwin Locke and Gary Latham, specific and challenging goals can enhance motivation and performance. Inclusive leaders involve team members in the goal-setting process, ensuring that goals are aligned with individual strengths, interests, and aspirations. By promoting participative goal-setting and recognizing diverse perspectives, inclusive leaders can increase team commitment, motivation, and performance (Locke & Latham, 2015). The theory emphasizes the importance of clear, measurable objectives that motivate individuals to exert effort and persist in their endeavors. Key components of the theory include clear, well-defined goals that focus attention and effort, challenging but achievable goals that push individuals beyond their comfort zones, regular feedback on progress, and commitment to goals that involve individuals in the process (Fortes, Premsukh & Nacke, 2018). The effectiveness of goal setting may vary depending on the complexity of the task, with simple tasks requiring specific and challenging goals, while complex tasks may require a combination of strategies like providing resources and support. Overall, goal setting theory highlights the importance of clear, measurable objectives in motivating individuals to achieve their goals (Swann, Rosenbaum, Lawrence, Vella, McEwan & Ekkekakis, 2021).

Empirical Review

Warsame (2020) examined the relationship between inclusive leadership and innovative work behaviour and the role of Psychological Empowerment and the effect of Job Autonomy. The design of this study is quantitative and deductive. The convenience sampling was applied. A sample size N of at least 160 respondents represent sample size. A questionnaire was developed for data collection. For this study, IBM SPSS Statistics 24 was used to analyze the output of the data. The results demonstrated that there is a positive relationship between inclusive leadership and IWB, which was indirectly influenced by psychological empowerment. This means that inclusive leaders are able to increase employees' psychological empowerment and that when employees are psychological empowered they are more prone to exhibit IWB.

Polat and Turhaner (2024) did a research on the relationship between inclusive leadership and teachers' perceptions of organizational trust in Türkiye. This study adopts a cross-sectional survey research design. Simple random sampling method was preferred in this study. 273 teachers represents study sample size. The researchers created a web-based survey using Google Forms for data collection. Data analysis was done using both descriptive analyses and correlational and causal comparative data analyses. The findings reveal a robust and positive correlation between inclusive leadership practices in educational settings and the trust teachers place in their institutions. At the conclusion of the research, it was found that inclusive leadership with all its sub-dimensions is directly related to the level of organisational trust in schools.

Conclusion

Inclusive leadership is a powerful tool that enhances team performance and motivation by empowering teams, fostering collaboration, and fostering psychological safety. It empowers teams by valuing diverse perspectives, creating a wellspring of ideas and innovative solutions, and fostering a sense of trust among team members. This, in turn, boosts intrinsic motivation, as team members feel valued for their unique contributions. In conclusion, inclusive leadership contributes to a positive work environment, reducing turnover and absenteeism. By investing in the development and wellbeing of their team members, inclusive leaders create a culture of trust and loyalty, promoting longterm retention and a sense of belonging among team members (Ferdman, 2020).

Recommendation

An effective tactic for increasing team productivity and motivation is inclusive leadership, which cultivates a feeling of empowerment and belonging. Championing varied viewpoints, establishing psychological safety, empowering and applauding individual and team accomplishments, encouraging candid communication and teamwork, and encouraging openness are important tactics (Bourke, Titus & Espedido, 2020). These tactics value various viewpoints, encourage participation from a variety of

perspectives, and confront prejudices. In addition, they support constructive criticism, active listening, a secure learning environment, and success acknowledgment (Igboanugo, Yang & Bigelow, 2022). Fostering a sense of trust and collaboration within the team requires open communication channels, transparency, and teamwork. Leaders can reach their greatest potential and improve team performance by putting these tactics into practice.

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