



ORIGINAL CONTRIBUTION

Inclusive Organizational Behavior and Organization Innovation in Pakistan: A Role of Innovative Employee Behavior

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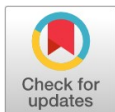
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Abstract— The current study focuses on the mediating role of Innovative Employee Behavior (IEB) between Inclusive Organizational Behavior (IOB) and Organization Innovation (OI). The data were gathered through a structured 5 points Likert scale questionnaire from 298 respondents working in the textile industry of Pakistan. The data were analyzed by using Smart PLS v 3.2.8. Results confirmed the mediating role of Innovative Employee Behavior (IEB) between Inclusive Organizational Behavior (IOB) and Organization Innovation (OI). Results also found that the IOB has a significant positive relationship with IEB and OI. Limited studies have been done on the mediating role of IEB by using the Diffusion of Innovation (DOI) theory in developing countries.

Index Terms— Inclusive organizational Behavior, Innovative employee behavior, Organization innovation, Smart PLS

Received: 13 January 2023; **Accepted:** 3 April 2023; **Published:** 31 May 2023



Introduction

One of the most important and difficult responsibilities that enterprises confront in the current business environment is innovation (Chaithanapat et al., 2022). The success and survival of a corporation are heavily affected by innovation. The improvement of technological advances is encouraged by organizational innovation, which increases creativity and adaptability (Alharbi et al., 2019; Nwachukwu et al., 2019). Essentially, innovation enables a business to get a competitive advantage over its competitors and increase its share of the market through creating unique as well as distinctive products for the customer. Organizations that can create an environment that encourages innovation can gain a long-term competitive advantage of innovation (Saleem et al., 2015). Inclusive organizational behavior refers to an employee's creation, advancement, and implementation of new ideas, the vital components of organizational innovation (Panicker et al., 2018). The key to a long-term organization's success is to be inclusiveness. Firms must provide workers with a fair and equal chance of acceptance, respect, value, and career growth (Arcand & Wagner, 2016; Al-Dalaeen et al., 2023).

An inclusive organization maintains and understands the circumstances and goals of its employees in terms of diversity and inclusion (Leggat et al., 2016; Lopes, 2016; Seco & Lopes, 2013). Several actions associated with knowledge generation, concept raise, and idea implementation for new technologies, procedures, methods, or products were termed as innovative employee behavior. Innovative

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employee behavior may help businesses deal with new challenges in challenging environments. Employee behavior is based on three characteristics: "ideas put forward," "ideas promotion," and "implement the idea of". When inclusive organizational behavior is used in the workplace, innovative employee behavior increases. Employee innovative behavior also helps enhance organizational performance, resulting in growth, and acceptable revenue growth for the organization. Inclusive leadership closely links the workplace factors of creativity, including inclusion, openness, distinctiveness, and support for innovation (Bilimoria et al., 2014). Inclusive leadership may contribute to organizational innovation, and innovative employee behavior plays a significant role in organization (Bindl & Parker, 2010). Inclusive leadership is relatively changed from another type of leadership; Inclusive leadership is very closely related to the elements of innovation at the place of work, inclusiveness, openness, uniqueness, and support is essential for innovation (Shafaei & Nejati (2023).

This research is trying to fill four gaps. Due to the demands of the digital world, the most emerging issues to examine include innovation through inclusive behaviors (Bani-Melhem et al., 2018). Organizations want to improve innovation for growth in this competitive era of the digital world (Andersen & Andersen, 2017; Emmanuel, 2020). This study added how innovative employees' behavior mediates between inclusive organizational behavior and organizational innovation. This study also gives new insight into organizational innovation by applying inclusive organizational behavior and innovative employee behavior in Pakistan. The other significant contribution of this study is to extend knowledge related to innovation and inclusiveness in the textile industry of Pakistan. The main objective of this study is to examine the mediating role of innovative employee behavior between inclusive organizational behavior and organizational innovation in textile sector of Pakistan. Textile sector is one of the important sector to contribute in Pakistan GDP and improve export to meet the trade deficit of the country if organizations work on innovation.

Theoretical Foundations

One of the earliest social science theories is the Diffusion of Innovation (DOI) Theory, by Rogers' E.M. Which, he created in 1962. Rogers (1995) defines adoption as the "full utilization of an innovation as the best way to proceed currently available". Roger describes diffusion as "the process by which an innovation is shared among members of a social system through specified routes." "An innovation is an idea, activity, or effort that is recognized as unique by an individual or other unit of adoption," Rogers said (Rogers, 1995). An organization's innovation refers to what they do another way than they did before (i.e., buying or usage of an innovative item for consumption, getting or implementing an innovative behavior, etc.). The diffusion of innovations theory is the best fit to analyze the acceptance of innovation in organizations (Pashaeypoor et al., 2016). According to experts, businesses that adopt an innovation early have different characteristics from those that do so later (Lam, 2004). As noted in the earlier discussion of theory, such organizational inclusive conduct will likewise boost employee motivation. Workers will respond positively to activities such as increasing their dedication and commitment, performing their official role, and participating in additional role behaviors such as innovating employees, which are the backbone of an organization's success (Frambach & Schillewaert, 2002). Researchers used Diffusion of Innovation (DOI) Theory in different research e.g. Acikgoz et. al. (2023) and Zoubi et. al. (2023). But it is important to use this theory in organizational innovation and inclusive organizational behavior.

Another supporting theory in this research is the Leader-member Exchange Theory (LMX). This leader-member exchange theory is widely used to promote and manage the leadership quality between the leader and the subordinates. Leader-member exchange represents the relationship between a leader and supporter that can enhance skills and willingness to perform the job according to the requirement. Researchers have discovered numerous justifications for a favorable association between inclusive leadership and innovative employee behavior based on the leader-member exchange theory. First, inclusive leaders respect and encourage staff to take on complex and challenging goals, acknowledge and appreciate their contributions to achieving those goals, and demonstrate responsive behavior where leaders respond positively and promptly to staff problems (Hollander, 2012). Second, in a good working relationship with IL, employees benefit from leadership support in terms of helpful resources like time, space, and materials, as political support for information about credibility and innovation that encourages them to create, spread, and put into practice new concepts (Choi et al., 2015; Hao-Kuang, 2019; Hollander, 2012; Ilies et al., 2007; Liu et al., 2012; Piansoongnorn, 2016; Shore et al., 2011; Wang et al., 2015). So, using this theory, we can explain how inclusive leadership is connected to giving facilities of trust and mutual duties, respect, and collaboration between organizational leaders and employees, resulting in improved followers' well-being (Herrmann & Felfe, 2013; Orth & Volmer, 2017).

Hypothesis Development

IOB and OI

When employees feel accepted for their unique opinions and valued for who they are as individuals rather than just for the work that they accomplish. When inclusive organizational behavior increases, employee perceptions of creativity or desire to participate in idea sharing may improve (Nishii & Rich, 2013). Enhancing creativity and flexibility inside a company encourages the advancement of technological advancements, which provide an explanation for organizational innovation's significant influences. We can achieve innovation

through inclusive organizational behavior (Pfeffer & Sutton, 2000). Ye et al. (2019) said that Inclusive organizational behavior is a cause of invention and creativeness that allows organizations to obtain a competitive advantage. Innovation is not an individual act but rather a collective success dependent not just on employee talents, but also on inclusive organizational behavior (Mumford & Hunter, 2005).

H1: There is a positive relationship between IOB and OI.

IOB and IEB

The definition of inclusiveness is "coming to the table at whatever level, being a recognized participant, and being entirely accountable for your contribution to the greatest results." Nembhard and Edmondson (2006) were the firstly to develop the term "inclusive organizational behavior," claiming that it shaped an environment in which "voices are respected." Inclusive organizational behavior stresses shared advantages, with the organization and employees focusing on common goals, which is the essence of the excellent connection between the company and its followers (Green, 2017). These organizations are progressively encouraging their staff to be more innovative and creative (Dhar et al., 2015; Li & Hsu, 2016; Luoh et al., 2014; Van Minh et al., 2017). Inclusive organizational conduct showed care for their employees' benefits, beliefs, and moods, and they existed eager to help (Choi et al., 2017; De Spiegelaere, 2014).

H2: There is a positive relationship between IOB and IEB.

IEB and OI

The organization offers employees a variety of services to get working results, and the employees develop an individual promise to the organization based on what they receive from the organization. Strongly supportive employees actively engage in innovative activity because they value their work and share the organization's values (Benallou et al., 2014; Ziauddin et al., 2010). Improvement and innovative employee behaviors have developed progressively, most significantly because of the varying economic atmosphere, growing competing demands, and globalization (Akram et al., 2016; Chen, 2011; Kim & Lee, 2013; Li & Zheng, 2014; Zhang et al., 2018). Leaders must pay much additional observation to sensitive input from assistants and also respond appropriately in the innovation process to boost employee innovative behavior. The company may use development, training, and other activities to help workers build trusting relations and share information and awareness. Organizations should also encourage employees to develop positive relationships with customers to improve innovation (Frambach & Schillewaert, 2002).

H3: There is a positive relationship between IEB and OI.

The Mediating Role of IEB

The role of innovative employee behavior as a mediator of the link between inclusive organizational behavior and organizational innovation is explored in this research. Employees' ability to generate and execute new ideas and concepts (Jankelová & Joniaková, 2021). Simplify procedures, and enhance organizational innovation is closely related to their innovative behavior (Messmann & Mulder, 2012). An inclusive organizational behavior values and respects employees for pursuing complicated and challenging goals, recognizes their work, effort, and contributions toward achieving the desired goals and responds responsively by reacting favorably to employees' problems at the appropriate time (Hollander, 2012).

Employees' innovative behavior is based on the process of innovation (Choi et al., 2017). The ability of employees to innovate is strongly linked to inclusive organizational behavior (Li et al., 2017). Leadership support has an impact on employees' innovative behavior. When organizations support their employees, they are more creative and innovative (Li et al., 2017). Innovative employee behavior can increase employee positivity in trying advanced things, concepts, and procedures in the organization ; inclusive organizational behavior may have a positive impact on innovative employee behavior (Battistelli et al., 2014).

H4: There is a mediating role of IEB between IOB and OI.

Research Methods

Using a quantitative method, this study collects high-quality data to link variables with one another and illustrate the nature of the relationships between the variables that were employed in the study. The participants who participate in this study are our respondents. In this study data was gathered information by employees of the textile industry. The present population in this research are middle management employees in the textile industry. The crucial factor in the textile industry is innovation, that's why I selected it. With consumer demands and changing trends, technology has changed the textile industry to fulfill these demands. The Sample size of this study is 280 employees of the textile industry. We calculate my sample size through the Google sample size calculator. Purposive sampling is used to acquire information from middle management staff members. It is considered that each employee of the textile sector has an equal and independent opportunity to give his responses, which present his view on the research topic.

Instruments for Data Collection

In this study, a questionnaire was prepared to collect the data. The questionnaire was designed and based on five points Likert scale, representing 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. Respondents choose one option from an organized scale known as a Likert scale that most closely fits their opinion (Galluccio, 2018). The questionnaire was carefully constructed using simplified English so that the respondents from the textile sector may answer the questions without any difficulty.

It was separated into two sections, the first of which included questions about gender, age group, and length of service, and the second of which included inquiries about dependent and independent variables as well as questions about moderating and mediating variables. This instrument was adopted since it is easy to use and quickly gathers a large amount of data. There were six questions of IOB, six of IEB, and eleven of OI. In order to ensure that it takes no longer than ten minutes for respondents to respond and to encourage participation, the questions in the questionnaire were brief and precise. IOB questions have been adapted from Panicker et al. (2018), IEB questions have been adopted from Pragati Swaroop and Varsha Dixit (2018) and, OI questions have been adopted from (Chaudhry et al., 2021).

Data Analysis

The smart PLS v 3.3.9 software was used to analyze the data. These data analysis approaches provide several advantages. Based on the type of research, the nature of the data, the research model, the research purpose, as well as the approach that is most directly related to my study, I choose data analysis tests and techniques. To ascertain the relationship between the variables and the effect of the independent variable on the dependent variable, researchers conducted an analysis. When predicting a collection of variables from many factors, Smart PLS v 3.3.9 proves helpful (De Negri et al., 2007). We'll find out the findings with the help of smart PLS. Records from the survey were entered into a smart PLS v 3.3.9 for analysis. Smart PLS v 3.3.9 makes it easier to evaluate the measurement model (the relationship between measures and constructs) and the fundamental model (the relationship among the constructs). Smart PLS v 3.3.9 has recently been found to be helpful for qualitative and quantitative data as indicators for latent components in measurement models for track model approximation (Bodoff & Ho, 2016; Nai Ruscone et al., 2014).

Results

The Measurement Model

The outer loadings of each construct measure were used to assess the dependability of individual items. Outer loads of 0.70 or higher, according to researchers, should be considered for internal item reliability (Carmines & Zeller, 1979; Henseler et al., 2014; Carmines & Zeller, 1979). The items with outside loading should be greater than 0.70, and the outer loading values in this research vary from 0.730 to 0.876, confirming the criteria of internal item dependability with 29 items. CR values should be more than or equal to 0.70. The current study shows an acceptable level of internal consistency, with CR coefficients ranging from 0.889 to 0.950. As a result, the current study observed the convergent validity through Average Variance Extracted (AVE) values. Convergent validity is measured using AVE scores, and Chin (1998) recommended AVE values should be equal to or greater than 0.50. It shows that AVE, range from 0.572 to 0.718, have sufficiently achieved the required threshold. In addition, the discriminant validity of this study has been evaluated. Authors suggest that the loadings of other constructions in the cross-loading tables must be more extensive than AVE square root. The results show that the square root of all latent constructs' AVE values varied from 0.756 to 0.810, confirming the need for discriminant validity. As a result, the current study examined the average variance extracted (Fornell & Larcker, 1981).

Table I
Loadings, Average Variance Extracted (AVE), and Composite Reliability (CR)

Construct	Items	Loadings	AVE	CR
Inclusive Organizational Behavior	IOB1	0.804	0.688	0.930
	IOB2	0.821		
	IOB3	0.839		
	IOB4	0.825		
	IOB5	0.865		
	IOB6	0.823		
Innovative Employee Behavior	IEB1	0.755	0.572	0.889
	IEB2	0.773		
	IEB3	0.774		
	IEB4	0.738		
	IEB5	0.730		
	IEB6	0.767		
Organization Innovation	OI1	0.772	0.655	0.950
	OI2	0.810		
	OI3	0.791		
	OI4	0.876		
	OI5	0.834		
	OI6	0.824		
	OI7	0.748		
	OI8	0.836		
	OI9	0.781		
	OI10	0.863		
	OI11	0.816		

Table II
Discriminant validity

Variables	IOB	IEB	OI
Inclusive Organizational Behavior	0.749		
Innovative Employee Behavior	0.779	0.788	
Organization Innovation	0.883	0.785	0.843

Assessment for Structural Model

The structural model is measured in the following stage of Smart PLS v3.3.9 path modeling after the measurement model's justification. The evaluation of the structural model begins with a review of theoretical relationships (Hair Jr et al., 2014). The direct effect, mediation and, moderation impact findings are provided in Table III and Table IV.

Table III
Results of Direct Effects

Relationship	Beta	t Value	P-Values	Decision
Inclusive Organizational Behavior -> Innovative Employee Behavior	0.451	6.090	0.000	Supported
Inclusive Organizational Behavior -> Organization Innovation	0.163	2.852	0.004	Supported
Innovative Employee Behavior -> Organization Innovation	0.280	3.042	0.002	Supported

Table IV
Results of Mediation

Relationship	Beta	t Value	p-Value	Decision
Inclusive Organizational Behavior -> Innovative Employee Behavior -> Organizational Innovation	0.126	2.812	0.005	Supported

The direct results in Table III indicate that inclusive organizational behavior has a positive effect on innovative employee behavior ($t = 6.090, p = 0.000$). The findings back up the theoretical relationship that was formulated and founded on the literature. Similarly, the results show that inclusive organizational behavior has positive and significant impact on organization innovation ($t = 2.852, p = 0.004$). This also supports the theorized relationship. Likewise, results reveal that innovative employee behavior has a direct relationship with

the organization innovation ($t = 3.042, p = 0.002$). This also supports the alternate hypothesis. In Table IV, the results show that innovative employee behavior positively mediates the correlation of inclusive organizational behavior and organization innovation with values ($t = 2.812, p = 0.005$). The result supports the partial mediation in this research.

Quality of Model

After assessing the measurement and structural models, we evaluate the quality of the model using R -square and f -square values. Different ranges of R square values are given by research from various domains, depending on the number of variables, nature, and the style (Henseler et al., 2014). The values of R square 0.25, 0.50, and 0.75 were recommended by Hair et al. (2014) as low, moderate, and substantial, correspondingly. Falk and Miller (1992) supported that R -square values of 0.10 be considered acceptable. Changes in the R^2 are used to assess the effect magnitude (Carmines & Zeller, 1979; Falk & Miller, 1992; Hair Jr et al., 2014; Mathende & Yousefi, 2021) defined small, medium, and large effects as f^2 values of 0.02, 0.15, and 0.35, respectively. The model's predictive significance is assessed using the cross-validated redundancy measure (Q^2) (Duarte et al., 2010). The Value of Q^2 greater than zero confirms the researcher's requirement for predictive relevance (Asse et al., 2018), and it also indicates that a higher Q^2 value leads to higher predictive relevance.

Discussion

In this research, we investigate how to improve innovation in the organization and how inclusive leadership, employee innovative behavior, and inclusive organizational behavior influenced organization innovation. We found that this research paper clearly shows that the concept of inclusive leadership is new, and that businesses need to work on it. Employees who work with inclusive leaders are given the impression that they may freely express their opinions, and avoid using outdated work methods (Carmeli et al., 2010). According to the analysis and results, the direct results indicate that inclusive organizational behavior has a positive effect on innovative employee behavior ($t = 6.090, p = 0.000$). The results support the theoretical relationship developed and based on the literature. The result align with the study of Choi et al. (2017) and De Spiegelaere (2014). Similarly, the results shows that inclusive organizational behavior has a positive and significant impact on organizational innovation ($t = 2.852, p = 0.004$). This also supports the theorized relationship. The result matches with the study of (Pfeffer & Sutton, 2000) and Ye et al. (2019). They also supported the relationship. Likewise, results reveal that innovative employee behavior has a direct relationship with the organization's innovation ($t = 3.042, p = 0.002$). This also support an alternate hypothesis. This result also similar with the studies of Li & Zheng (2014) and Zhang et al. (2018). The results of the mediation effect suggest that innovative employee behavior positively mediates the relationship between inclusive organizational behavior and organization innovation with values ($t = 2.812, p = 0.005$). The research results also support the partial mediation in this study and this match with the previous studies. The previous study of Jankelová and Joniaková (2021) also supported the results.

Managerial Implications

It is essential to understand how leaders may encourage their employees' creativity in a dynamic environment where corporate competitiveness depends on employee inventive behavior. Managers should build inclusive organizational behavior to inspire employees to engage in innovative behavior more frequently. We proposed that leadership development programs could educate leaders with the abilities they need to support workers while also assisting them in realizing the value of inclusivity and openness. Additionally, managers may provide additional forms of assistance to employees to encourage more creative behavior, such as opportunities, resources, and independence. Leaders must pay close attention to their employees and acknowledge that each has unique skills. Because of this, managers can encourage every worker. By way of illustration, active mentoring and feedback to employees because all employees will be inspired by the attitudes and activities of their leaders, leaders have a huge impact (Sandvik, 2018, Siachou & Gkorezis, 2018).

Finally, it is essential to discover elements that can enable employees to overcome this trend and produce more innovative behavior. This research indicated that the employee innovation behavior was influenced by inclusive organizational culture. As a result, management must take into account organizational innovations and use knowledge-sharing programs to spread implicit and explicit information across the organization's personnel. This is beneficial for innovation, and to achieve creative behavior, the process of concept generation, support, and putting into practice will be followed by the creation of innovative behavior among employees.

Conclusion

The findings of this study show how several factors influence organizational innovation. The study looks at how inclusive organizational behavior, innovative employee behavior influences organizational innovation. Organizational innovation is the most critical and difficult

topic confronting enterprises today. In today's competitive environment, innovation is a critical factor in determining organizational success and expansion. Organizations who do not innovate for their products or do not consistently enhance their systems and procedures risk not surviving in the long run. There must be variations in the performance of employees under supervisors based on their typical innovative behavior. This research pioneers in understanding how an inclusive workplace might improve organizational outcomes. Leaders should pay more attention to incoming expressions from subordinates and respond appropriately in the innovation process to promote employee innovative behavior. The organization can use training, development, and other initiatives to help employees build relationships of trust that will encourage information and knowledge sharing.

Managers may think about how to be open and inclusive to workers' new ideas, technology, and products, as well as how to value their contributions. Managers may also provide various types of assistance to employees, such as opportunity, resources, and autonomy, to encourage more innovative behavior.

Limitations and Future Research Directions

There are numerous limitations to the recent study. It might consist of factors that aren't visible but are influencing the outcome. Because of time constraints, the data (sample) was confined to the textile sector. Developing routines of activities that leads to organizational innovation is not easy, since it needs planning to establish an innovative culture inside the organization.

The future direction of this research is under different situations. We will add more variables in future research. Additionally, research should consider moving away from broad leadership "styles" to consider more performance, which will improve our understanding of the fundamental components of leader influence.

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