

ORIGINAL CONTRIBUTION

Leadership Styles and Innovative Work Behaviour: Mediated Moderation of Organizational Embodiment and Engagement

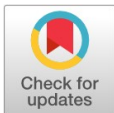
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Abstract— This study examines the intricate relationship among inclusive leadership, resonant leadership, and innovative work behavior in the dynamic context of Portuguese SMEs. The study based on planned behavior model theory, therefore combines organizational engagement playing moderating role with supervisor organizational embodiment's mediating influence. The main objective of the study is to examine the influence of competence and leadership styles on the effectiveness of work mediated by innovative work behavior. The data was collected through a Smart-PLS method and an extensive questionnaire filled out by 290 SME managers from Portugal. Time 1 (T1) involved a longitudinal approach that had three time periods to establish leadership and demographic baseline. Time 2 (T2) sought to understand leadership manifestations within organizational culture. Finally, Time 3 (T3) reported innovative work methods and gave a broad view of inclusive and sustainable leadership outcomes across time. It has been revealed that important for creative work practices in SMEs are inclusive along with resonant leaders. Supervisor organizational embodiment is a crucial intervening variable explaining how leadership styles penetrate through the fabric of organizations. In addition, creative work practices have their association changed by organization involvement hence it modifies such relationships between them and any given set of leadership philosophies if any exist at all. These revelations introduce new perspectives on the intricate innovation processes.

Index Terms— Resonant leadership, Inclusive leadership, Innovative work behavior, Planned behavior theory, Supervisor organizational embodiment, Organizational engagement

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Introduction

Leadership is the activity of influencing followers to achieve organizational goals. Every leader has a different style of leading the organization. Employee performance is further improved if a leader has a good and adaptive leadership style. Leadership style contains understanding as an embodiment of a leader's behaviour that concerns his ability to lead. These embodiments usually form a particular pattern or shape (Green & Batool, 2017). Leadership style is a pattern of actions of leaders as a whole perceived or referred to by subordinates. Leadership style is the process of influencing others to understand and agree on what is needed to carry out the task, how to perform that task, and the process to facilitate individual and collective efforts to achieve common goals. This can be interpreted as a

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leadership style that not only includes influencing and promoting the work of the group or organization that is being done but can also be used to ensure that everything is prepared to meet future challenges.

The modern business environment is described by its apprehensiveness and intricacy, which makes it hard for companies to go through. Exporting is a continuously complex procedure, particularly for small- and medium-sized businesses (Silva, Moutinho, & Teixeira Vale, 2022). This can be done by renting space at a fair price for a trade exhibition where they can showcase their products and services as well as make contacts with new customers. Bigger competitors can also exploit this opportunity (Forte & Sá, 2021; Reimann, Carvalho, & Duarte, 2021; Silva et al., 2022). Over the past 20 years, businesses have witnessed an increase in worldwide operations, a faster pace of globalization, the opening of new markets, and rapid advancements in both the economy and technology. During this time, there have been fewer barriers to entering overseas markets and a growth in the demand for more clients, among other things (AlEssa & Durugbo, 2022). Although these advancements have aided in the internationalization of organizations, they have also added to the complexity of the process by introducing a multitude of variables that change quickly (Muhamad, Bakti, Febriyantoro, Kraugusteeliana, & Ausat, 2023). This dynamic becomes much more complex when Small and Medium-Sized Firms (SMEs) are examined. Because they are fiercely competitive and actively look for new ways to grow and sustain their business models, SMEs usually enter the global market through Portuguese SMEs (Silva et al., 2022). The global pressure on businesses and organizations to boost productivity and provide positive results has led to a rise in the need for innovative work methods (Ramaswamy, Viswanathan, Kaniyarkuzhi, & Neeliyadath, 2023). Therefore, all of the current human resources must embrace innovation in order to achieve company goals (Batool, Tahir, & Rani Gul, 2022; Simpson, Robertson, & White, 2020).

Beyond the boundaries of R&D, innovative work behaviour penetrates the entire organization, going beyond the creation of new products. Muhamad et al. (2023) have emphasized that innovation is closely linked to change, the development of new ideas, and the successful application of concepts that are revolutionary not just for the company but also for the country, the world, and the industry. Companies actively search for novel ideas for reinvention to stay competitive due to the challenges of fierce rivalry and the dynamics of the global market (Bataineh et al., 2022; Kmiecik, 2021). Despite its status as an intangible asset, organizations often view the human factor as a critical element that, when appropriately invested in, stimulates and drives innovation (Khan, Ismail, Hussain, & Alghazali, 2020). According to Zhang and Su (2020), employees usually lack the knowledge and tools needed to independently implement innovations. Employee collaboration, which produces a synergistic impact that encourages the emergence of creative ideas, is frequently the key to successful implementation. If businesses wish to expand and hold onto their market share, they must continue to innovate (Purwanto, 2020). Many firms see innovative work behaviour as essential to this ongoing process and as a critical component of competitive advantage (AlEssa & Durugbo, 2022).

Resonant leadership, as covered by Gaan, Malik, and Dagar (2023) and Rai and Chawla (2022), is one such example of this leadership style. As a social phenomenon, leadership is the ability of leaders to persuade people to work together to achieve shared goals through social methods (Ali & Kashif, 2020; Dabral, Arijit, & Purohit, 2022). Furthermore, it is recognized that a leader's job is to help staff members by attending to their mental and emotional requirements (Zhao, Hu, Ahmed, & Huang, 2023). Effective leaders are adept at creating a supportive and upbeat work environment Tabche, Behery, and Ahmad (2022), which motivates staff members to take the initiative (Ramaswamy et al., 2023). Although Resonant Leadership conduct has been shown to provide favourable results at work, it is unknown how specifically this behaviour relates to cultivating compassion at work to increase employee commitment (Rai & Chawla, 2022).

Although there is a wealth of research and theories on leadership, studies on inclusive leadership are relatively new (Gupta, Nawaz, Tripathi, Arif Chaudhry, & Agrawal, 2022; Zhao et al., 2023). This is not surprising, considering the limited research on workplace inclusion (Song, Wang, & He, 2023) and the ongoing debate over how inclusion is defined (Shore & Chung, 2022). As academic interest in inclusion continues to grow, it is clear that well-defined conceptual frameworks outlining what inclusive leadership is—and what it is not—are crucial. Notably, there remains uncertainty about the specific actions leaders must take to promote inclusion. Therefore, it is essential to examine how certain leadership behaviors and styles, though well-meaning, may unintentionally hinder inclusion (Ashikali, Groeneveld, & Kuipers, 2021; Bataineh et al., 2022).

The concept of the "supervisor's organizational embodiment" was presented by van Knippenberg and Lee (2023). They defined it as the members' view of their supervisor's shared identity with the organization. This view evaluates the supervisor's degree of alignment with the traits and principles of the company (Dai, Altinay, Zhuang, & Chen, 2021). When we examine the definitions of leadership and the organizational embodiment of a supervisor, they express a shared group or organizational identity in remarkably similar ways (Stinglhamber, Caesens, Chalmagne, Demoulin, & Maurage, 2021). The social identity theory of leadership was created with the intention of incorporating all social groups—including organizations—as well as all individuals holding leadership roles, such as supervisors. This highlights the commonalities even more (Stinglhamber et al., 2021; van Knippenberg & Lee, 2023). Essentially, the organizational embodiment of a supervisor can be understood as a particular application of the more general notion of leadership, namely, the supervisor's or leader's alignment with the prototype of the organization. This is entirely consistent with how leadership is conceptualized (Zhang & Su, 2020).

Organizational engagement refers to how a worker feels about their organization and their particular function, as well as how much effort they put into their work (Dai et al., 2021). More committed employees are more likely to invest their time, effort, and resources in their work (Mostafa, Boon, Abouarghoub, & Cai, 2023). Conversely, job satisfaction relates to an employee's level of fulfilment and happiness at work (Rai & Chawla, 2022). Due to its importance for individual performance, organizational citizenship behaviour, creativity and innovation, as well as organizational growth and sustainability, employee engagement has been more and more prominent in studies over the past 20 years Gaan et al. (2023); Simpson et al. (2020). "Employee engagement is a broader concept and may also include the relationship with the employee's professional or occupational role and with his or her organization," as stressed by (Zhang & Su, 2020). The level of engagement that each person has with their duties, work, group, and organization might differ (Dai et al., 2021; Gaan et al., 2023; Hassnain, 2022). The present study determines that resonant leadership and inclusive leadership influence the innovative work behaviour of Portuguese SMEs. Additionally, supervisor organizational embodiment as a mediator and organizational engagement as a moderator in this study, as well as planned behaviour theory, are involved. It is a psychological theory that is frequently applied to forecast and comprehend behaviour in people, especially when making decisions about social actions.

Literature Review

According to Torlak, Kuzey, Sait Dinç, and Budur (2021), an individual's intention to engage in an action is influenced by their attitude, perceived control, and subjective norm. The possibility of real activity is therefore influenced by Peng and Min (2020). Intentions act as a mediator between the effects of attitude, subjective norm, and perceived control. Although this theory has been used to forecast actions like retirement planning (Peng & Min, 2020) and early retirement (Torlak et al., 2021), it has not been fully investigated in the planning of innovative work behaviour. The current study examines how older workers' attitudes and control beliefs about inclusive leadership affect their intentions for innovative action, based on the planned behaviour theory. This objective is, therefore, anticipated to have an impact on the actual post-retirement work planning process.

Innovation is a process of human activity or thinking to discover something new that deals with inputs, processes, and outputs and can benefit human life. Innovation related to information is a pattern of human thought or idea that contributes to new findings. Innovations related to processes are more oriented to methods, techniques, or ways of creating something new. At the same time, innovations related to output are aimed at the results that have been achieved, especially the use of thinking patterns and methods or techniques of work that have been done.

The study also looks at the impact of social norms in the immediate context, such as the involvement and encouragement of close friends and family members in creative behaviour inside the company. Three categories of beliefs, behavioural, normative, and control that influence modifications in intention and conduct are included in the Theory of Planned. According to Torlak et al. (2021), attitude is the sum of a person's good or negative emotions and how they perceive themselves after engaging in a particular behaviour. According to Torlak et al. (2021), adjustments to the work environment, such as job design or work autonomy, can affect employees' beliefs and comfort levels. Personal beliefs also play a part in evaluating current attitudes within the dispositional approach. The idea that peers such as parents, friends, or mentors expect a person to perform predictably is known as the subjective norm. Peer beliefs that form subjective norms are influenced by normative beliefs within a cultural context (Hall, White, & Morrison, 2022). The social impact approach, according to Torlak et al. (2021), considers how an employee's attitude toward their work is influenced by the attitudes and beliefs of their peers. An employee's attitude may, therefore, change in response to changes in the attitudes and beliefs of their peers. A number of variables, such as prior performance, the accessibility of resources, knowledge, self-efficacy, and anticipated challenges, influence how tough an activity is perceived to be. Expectations for behavioural control vary depending on the situation and the behaviour. Therefore, a person's control beliefs affect their expected behavioural control (Kmieciak, 2021).

Research framework

Building shared relationships with followers via innovative work behaviour, coaching, and mentoring is the essence of resonant leadership (Zhao et al., 2023). The interpersonal components of resonant leadership and creative work behaviour are highlighted by this leader-follower connection, which changes the workplace into one marked by reciprocal trust, respect, and a feeling of emotional and physical safety (Ali & Kashif, 2020; Dabral et al., 2022; Gaan et al., 2023; Tabche et al., 2022). Resonant leaders foster the emotional resilience of the people they lead by skillfully controlling their own emotions as well as those of their followers (Gaan & Shin, 2022; Rai & Chawla, 2022). Three essential elements of resonant leadership are compassion, an optimistic outlook, and a visionary approach, according to Tabche et al. (2022), resonant leaders connect with followers who exhibit resilience and radiate good, contagious emotions (Dabral et al., 2022; Gaan et al., 2023). Many viewpoints on resilience emphasize that it is a skill that people have by nature in modern organizations (Tabche et al., 2022; Zhao et al., 2023). Positively focused and emotionally intelligent, resonant leadership is a relational leadership style

that has been associated with successful job results (Gaan & Shin, 2022; Rai & Chawla, 2022). According to Gaan et al. (2023), a leader's core duty is in the relational and emotional sphere. The idea of resonance captures a leader's capacity to motivate their followers for the best results by arousing good emotions in them (Rai & Chawla, 2022; Ramaswamy et al., 2023). To empower and inspire people to strive for excellence in all circumstances and attain desired outcomes, resonance entails utilizing emotional, financial, environmental, social, and cultural intelligence (Gaan & Shin, 2022; Rai & Chawla, 2022). Resonant leadership, according to Tabche et al. (2022), is typified by leaders who demonstrate strong emotional intelligence, are sensitive to the emotions of others around them, use empathy, and control their own emotions well. This conduct instils confidence in others and motivates followers to be committed (Ali & Kashif, 2020; Vallejo, 2019).

According to Khan et al. (2020) and Zhang and Su (2020), organizational innovativeness is seen as a reflection of individual innovativeness. Thus, there is a significant interest in understanding innovative work behavior as a crucial element in fostering organizational success (AlEssa & Durugbo, 2022; Bataineh et al., 2022). As per Khan et al. (2020) and Kmiecik (2021), innovative work behavior is defined as the purposeful creation and application of new ideas or innovations (such as new practices or products) in the workplace to improve performance at the individual, team, or organizational levels. This definition also highlights the connections between innovative work behavior and other concepts in the literature, such as employee innovativeness, innovative job performance, and on-the-job innovation (Khan et al., 2020). The term "innovative work behavior" refers to a variety of behavioral actions, including idea development, promotion, implementation, and exploration (Muhamad et al., 2023; Purwanto, 2020; Zhang & Su, 2020). Consequently, researchers have categorized innovative work behavior as either a one-dimensional construct (Bataineh et al., 2022; Khan et al., 2020; Kmiecik, 2021) or even a four-dimensional construct (Muhamad et al., 2023; Purwanto, 2020). According to Khan et al. (2020) and Zhang and Su (2020), organizational innovativeness is thought to be a mirror of individual innovativeness. Thus, there is a great deal of interest in comprehending innovative work behaviour as a critical component in supporting organizational success (AlEssa & Durugbo, 2022; Bataineh et al., 2022). According to Khan et al. (2020) and Kmiecik (2021) definitions, innovative work behavior is defined as the purposeful creation and application of novel ideas or innovations (like new practices or goods) in the workplace with the goal of enhancing performance at the individual, team, or organizational levels. The connections between innovative work behaviour and other ideas in the literature, including employee innovativeness, innovative job performance, and on-the-job innovation, are highlighted by this definition (Khan et al., 2020; Stambekova et al., 2023). A complex term, "innovative work behaviour", refers to a range of behavioural actions, including idea development, promotion, execution, and investigation (Muhamad et al., 2023; Purwanto, 2020; Zhang & Su, 2020). Accordingly, innovative work behavior has been categorized by researchers as either a one-dimensional Bataineh et al. (2022); Khan et al. (2020); Kmiecik (2021), or even a four-dimensional Muhamad et al. (2023) and Purwanto (2020) construct. Therefore,

H1: There is a significant impact between resonant leadership and innovative work behaviour.

Developing relationships between leaders and employees is a fundamental aspect of inclusive leadership, distinguishing it from other leadership paradigms such as transformational leadership (Ashikali et al., 2021).

Bataineh et al. (2022) describe inclusive leadership as being marked by transparency, efficiency, and accessibility in leader-subordinate interactions. Unlike other relational styles, including benevolent leadership, inclusive leadership possesses unique characteristics that categorize it as a form of relational leadership. At its core, inclusive leadership fosters a sense of belonging and individuality among individuals (Ashikali et al., 2021). This is achieved by actively soliciting participation and contributions, while acknowledging diverse perspectives and ideas.

Leaders embodying inclusive leadership take into account the emotional, aspirational, and interest-driven needs of their employees (Song et al., 2023; Zhao et al., 2023) and work to meet these needs (Bataineh et al., 2022; Gupta et al., 2022). Initially explored within Western educational contexts, the concept of inclusive leadership aimed to provide equitable educational opportunities for individuals from various racial and ability backgrounds. In management, Song et al. (2023) were pioneers in advocating for inclusive leadership, which emphasizes leader behavior and communication to inspire positive employee contributions.

Shore and Chung (2022) highlighted the importance of shared vision in inclusive leadership, particularly in how employees perceive leadership roles, emphasizing the distinction between leader-employee associations. Drawing on the perspectives of Ashikali et al. (2021), Bataineh et al. (2022), and Gupta et al. (2022), inclusive leadership is conceptualized as a collaborative process between leaders and employees, marked by transparent, efficient, and accessible communication. Shore and Chung (2022) and Song et al. (2023) describe inclusive leadership as a leader's actions and words that encourage participation and recognize the value of employee contributions. Gupta et al. (2022) and Zhao et al. (2023) underscore that inclusive leaders integrate employees into decision-making processes, which enhances their creative potential. Zhao et al. (2023) identify the generation of ideas as the first phase of innovative work behavior.

Finally, inclusive leaders motivate employees to engage in creative projects by fostering positive emotional and psychological conditions (AlEssa & Durugbo, 2022; Gupta et al., 2022). Numerous studies affirm the role of inclusive leadership in promoting innovative work behavior (Kmiecik, 2021; Muhamad et al., 2023). The close link between inclusive leadership and innovation is evident, as many stages of innovation demand employee engagement in generating new, beneficial outputs through their work behavior (Bataineh et al., 2022).

H2: There is a significant impact between inclusive leadership and innovative work behaviour.

van Knippenberg and Lee (2023) proposed the idea of the supervisor's organizational embodiment to describe "the extent of employees' perception of their leaders or supervisors as the organizational agent." Workers frequently evaluate their relationship with the organization by looking at their supervisor's organizational embodiment (Stinglhamber et al., 2021). To put it briefly, workers who have a high degree of supervisor organizational embodiment usually credit the organization's principles for the support and encouragement they receive from their leaders (Costa, Daher, Neves, & Velez, 2022). This suggests that they tend to view their supervisors' connection with them as a good exchange (Dai et al., 2021). In this context, the psychological needs of employees, such as self-worth, emotional support, and subjective well-being, are more likely to be fulfilled (Zhang & Su, 2020). Consequently, employees are inclined to enhance their engagement levels at work and may exhibit more organizational citizenship behaviours, such as assisting colleagues, sharing knowledge, and fostering creativity (Stinglhamber et al., 2021). Supervisor organizational embodiment research, grounded in the Planned Behavior Theory pioneered by van Knippenberg and Lee (2023), examines employee connections within the organizational framework. According to this theory, the norm of reciprocity serves as the guiding principle for relationships in the analysis of organizational behaviour. In this context, high-quality relationships are characterized by the mutual exchange of valuable material and immaterial resources van Knippenberg and Lee (2023). The participants in the relationship perceive equitable reciprocity in the give-and-take, believing that they benefit from the relationship in a balanced manner.

Planned behaviour theory has long been used in organizational behaviour research to understand a variety of relationships, including the relationship between employees and their organization, which is commonly understood in terms of perceived organizational support van Knippenberg and Lee (2023), and the leader-follower dynamic, which is primarily understood through the construct of leader-member exchange (Stinglhamber et al., 2021). Even while other relationships, such as employee-organization and leader-follower, may be the focus, the underlying theoretical idea is still the same. According to social exchange theory, people are more likely to exhibit positive attitudes and behaviours that strengthen the relationship and produce positive results from the standpoint of organizational behaviour when they believe that their relationships are of a high calibre (Costa et al., 2022; Dai et al., 2021). When resonant leaders are present, employees' perceptions, intentions, and behaviours strongly connect with the organizations' goals, producing a strong sense of higher purpose (AlEssa & Durugbo, 2022). Resonant leaders help staff members get over depressing moments and anxiety about losing their jobs (Bataineh et al., 2022). By fostering compassion, awareness, and hope, they foster a positive work environment (Forte & Sá, 2021; Gaan et al., 2023). When faced with difficulties, resonant leaders show awareness of the state of affairs in the workplace, turning roadblocks into chances Gupta et al. (2022) and Hall et al. (2022). Most studies on leader inclusion focus on how inclusive managers or supervisors are to their direct reports. According to van van Knippenberg and Lee (2023), one of the first empirical investigations in this field, "words and deeds exhibited by leaders that invite and appreciate others' contributions" constitute representative inclusivity. In particular, team members with lesser professional rank felt more psychologically comfortable when an inclusive leader was present, which encouraged them to collaborate on quality improvement projects. Additionally, they demonstrate the capacity to support and grow their adherents, providing encouragement and hope, particularly in trying times (Dai et al., 2021; Forte & Sá, 2021). Employees' innovative work behaviour can be enhanced by a variety of elements, but the most important situational aspect that fosters the development of this behaviour is leadership (Khan et al., 2020). Since leaders have the power to mould the attitudes and environments that inspire creativity in their followers, which eventually results in desired outcomes, leadership is frequently cited as a critical stimulant that sparks inventive work behaviour (Khan et al., 2020). A leader's ability to influence their team members' creative work habits can range from transactional leadership to transformational leadership (Kmieciak, 2021). As a result, managers ought to make an effort to foster an atmosphere where innovative work behaviour is valued by employees (Mostafa et al., 2023). Therefore,

H3: There is a mediating impact of supervisor organizational embodiment between resonant leadership and innovative work behaviour.

H4: There is a mediating impact of supervisor organizational embodiment between inclusive leadership and innovative work behaviour.

Engagement has attracted a lot of attention from academics and practitioners in the current highly competitive climate, proving to be an essential human resource intervention for an organization's survival and expansion (Dai et al., 2021). Several research studies have investigated different engagement antecedents (Gaan et al., 2023; Mostafa et al., 2023). Job-related antecedents are the structures, strategies, and settings that are used at the task or work level to encourage involvement. This study attempts to develop work engagement based on the hypothesis that work-related antecedents have a direct influence on work engagement. Furthermore, if job qualities successfully include people in their work, research indicates that they may also be helpful in promoting employee engagement with a company (Turki Alshahrani, 2022; Zhang & Su, 2020). On the other hand, organizational engagement has not got enough attention in the literature, which has left the term without a clear conceptual definition for an extended period of time. This study has used concepts from the limited amount of currently available literature in an effort to establish an understanding of the topic. A "combination of commitment to the organization and its values and a willingness to help out colleagues" is what defines organizational engagement. The term "employee engagement" has become increasingly common (Mostafa et al., 2023; Rai & Chawla, 2022). Nonetheless, practitioner journals

contain a large portion of the literature on employee engagement, which is grounded more in practice than in theory and empirical study. Gaan et al. (2023) pointed out that despite employee engagement being a hot topic, there is surprisingly very few academic and empirical study on the subject, making it seem a bit trendy or like "old wine in a new bottle." To exacerbate matters, there are several definitions and metrics for organizational engagement, and these definitions and metrics frequently mirror those of other, more widely accepted concepts, such as organizational commitment and organizational citizenship behaviour (Mostafa et al., 2023). Often, it is described as the degree of discretionary effort made by workers in their occupations Gaan et al. (2023) or as the mental and emotional dedication to the company. Numerous definitions have been put forth in scholarly literature. Organizational engagement is "the harnessing of organization members' selves to their work roles," according to Gaan et al. (2023), in which individuals use and express their physical, cognitive, and emotional selves throughout role performances. Thus, involvement requires being mentally present when filling and carrying out an organizational role, according to Gaan et al. (2023), the motivation underlying innovative work behaviour is individual inventiveness (Muhamad et al., 2023). Because they recognize the vital role that workers play in bringing innovation to life, many companies throughout the world actively support and encourage innovative behaviour among their employees (Khan et al., 2020). Companies can foster an innovative culture by rewarding individuals for their creative thinking (Simpson et al., 2020). Creative work practices enable employees to generate optimal results, providing firms with a competitive edge and enhanced corporate prosperity (Rai & Maheshwari, 2020). Previous studies on creativity and innovative work behaviour in the education sector have been insufficient (Silva et al., 2022; Song et al., 2023). The three main categories of innovative work behaviour are idea creation, coalition building, and execution. The process of innovation usually begins with the identification of a problem, followed by a careful analysis of the issue and the subsequent search for a workable solution. Introducing a novel concept or restructuring current plans are the keys to solving the creative dilemma (Simpson et al., 2020). After the ideation phase, innovators look for feedback on their ideas, but they frequently run into problems knowing how best to present their ideas. Lone personnel usually introduce simple innovations, while more sophisticated inventions require collaboration and the integration of diverse knowledge inputs and competencies (Tabche et al., 2022). Most people agree that idea generation comes first, followed by idea realization, and that innovation is a multi-stage process (van Knippenberg & Lee, 2023; Zhang & Su, 2020; Zhao et al., 2023) Therefore,

H5: There is a moderating impact of organizational engagement on supervisor organizational embodiment and innovative work behaviour.

Conversely, when supervisors exhibit low levels of organizational embodiment, employees may perceive the leader's humor as a reflection of their personality rather than an extension of the organization itself (Zhao et al., 2023). As a result, these employees might place less significance on their supervisors' sense of humor. van Knippenberg and Lee (2023) suggest that 'the employee identifies the supervisor with the organization based on a comparison of the supervisor's characteristics with what the employee perceives as the defining traits of the organization (perception of shared characteristics) and the experience of treatment from the supervisor as treatment from the organization (perception of shared experiences)'.

In this sense, a supervisor embodies the organization when perceived as acting on behalf of the organization rather than as an independent entity (Simpson et al., 2020; Song et al., 2023). According to van Knippenberg and Lee (2023) experiment highlights reciprocity as a key determinant of supervisor organizational embodiment. Therefore, we propose that supervisor organizational embodiment should be influenced by upper-level managerial ethical leadership and abusive supervision, as per van Knippenberg and Lee (2023) in light of planned behaviour theory.

The notion that leadership, whether external or internal, predicts innovation is supported by other scholars (Shore & Chung, 2022; Stinglhamber et al., 2021). The authors argue that fostering cultural shifts that promote creativity requires leaders to craft dynamic organizational visions (Muhamad et al., 2023; Purwanto, 2020). Given the importance of leadership in promoting innovative work behavior, particularly in the higher education sector, there is an urgent need to enhance this behavior. Several scholars argue that adopting new leadership approaches is essential for driving positive changes within this context (Khan et al., 2020; Mostafa et al., 2023).

Testing the relationship between leadership styles and innovative work behavior within the Portuguese cultural context is necessary to better predict such behavior in educational institutions, despite the practical implications. Full-range leadership theory posits that transformational leadership is particularly effective in fostering innovation, understanding, and creativity within organizations, contributing to greater success (Gaan & Shin, 2022).

Innovative work practices extend beyond traditional R&D functions to encompass the creation of new products, involving not just specific departments but the entire organization. According to Gupta et al. (2022), innovation is intrinsically linked to change, invention, and the implementation of new ideas at organizational, national, and global levels. The influence of organizational leadership on creativity fosters the generation of new ideas. However, it has also been noted that individuals can independently develop unique concepts (Muhamad et al., 2023). Innovative work practices are crucial for organizations to remain competitive in today's rapidly evolving global environment, which is marked by multiculturalism and potential barriers resulting from globalization. Hence,

H6: There is a significant impact between supervisor organizational embodiment and innovative work behavior.

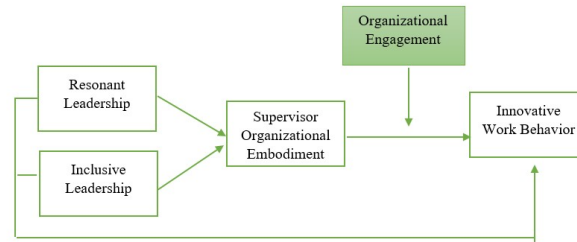


Fig. 1 Conceptual framework

Methodology

The core aim of the research was to determine the innovative work behavior due to the predictor variables; inclusive leadership and resonant leadership in the presence of supervisor organizational embodiment as a mediator and organizational engagement as a moderator. To measure the explained phenomena, the research approach which was used in this study was quantitative and descriptive. This research was based on hypothesis testing, where primary data was collected by using the longitudinal time horizon. Data was gathered in three phases from the respondents. The source of data collection was the survey approach by using the questionnaire method. The instrument was an adapted questionnaire and variable-wise items were adapted from different sources as per the context of the study. The population was unknown, which is why the non-probability sampling technique was used. To gather the data, respondents were approached by using the convenience sampling method and they were requested to fill the questionnaires. The unit of analysis was the 290 SME Managers from Portuguese SMEs. After completing the data-gathering process, it was used for analysis, and for that instance, SMART PLS was used to perform all the statistical tests according to the requirements of the study for conclusion.

This study was conducted in Portugal and the context of the study was Portuguese SMEs. In these Portuguese SMEs, the targeted respondents were the managers, and they were approached for the collection of data. By using the longitudinal approach, they were requested their times for recording the response. This is why only those managers who were available to gather the data more than one time were selected. In this study, the respondents were requested three times to respond, and each phase was denoted with a capital T that shows the time along the serial number. As in T1, leadership style and demographic data were collected. In the second phase T2: organizational engagement and organizational embodiment data was gathered. In the last and final phase of data collection, T3: innovative work behaviors, which was the outcome variable, data was collected for this variable. It was ensured in the first phase that the contact of the respondents remains maintained for the future so that they may respond for the next phase. They were humbly requested, and no one was forced to respond for data collection. Ethical factors were also taken into account, and each respondent was assured that the provided data would be kept secret and would only be used for research purposes.

Research instrument

The instrument used in this study was the questionnaire. All the respondents were approached face to face for gathering the data and the physical questionnaires were handed over to them and explained as well. The instrument was adapted from different sources against each variable according to the nature of the study and context. The instrument consisted of three portions, The first one was regarding the study purpose and understanding of the respondent. The second part of the instrument was related to the demographical information, where close-ended questions were asked to know the gender, age, education, experience, material status, and job position. The last and final part was based on items that were adapted based on 5-point Likert scale.

Resonant leadership, the independent variable, was measured using a 4-item scale that was modified from (Tabche et al., 2022). The second independent variable, inclusive leadership, was evaluated with a set of nine modified items from a scale created by Bataineh et al. (2022). Based on Zhang and Su (2020), an 8-item scale was used to measure the mediating variable, supervisor organizational embodiment. As the moderating variable, organizational involvement was measured with a 6-item measure that was also taken by Zhang and Su (2020). Last but not least, a scale consisting of nine modified items that were created by Bataineh et al. (2022) was used to measure inventive work behaviour, the outcome variable. The instrument was content and face validated after compiling and ensured the pattern and format were understandable for all the respondents. The total sample size was 290, and for that, 400 questionnaires were distributed, and the rate of response was more than 72 percent, which was significant to conduct the analysis and test the hypotheses.

Using SmartPLS3, the structural and measurement models were evaluated under the direction of a preliminary analysis of respondent data. Table 1 provides descriptive statistics and demographic information for the sample of 290 SME managers from all around Portugal in the current study. This study examines the complex connections between inclusive leadership, resonant leadership, and creative work

behaviour. It is based on the Planned Behavior Theory. The analytical framework combines the moderating function of organizational involvement with the mediation effect of supervisor organizational embodiment. The researcher looked at how managers' age, gender, education, marital status, work experience, and job positions related to resonant leadership, inclusive leadership, and innovative work behaviour.

Table I
Demographic profile

Demography	Description	No. of Responses	%
Gender	Male	180	62
	Female	110	38
Age	18-30	90	31
	30-45	120	41
	Above 50	80	28
Education	BA/BS	190	66
	MA/MS	100	34
Experience	2-3 Years	90	31
	3-4 Years	120	41
	More than 4 Years	80	28
Material Status	Single	120	41
	Married	110	38
	Divorced	60	21
Job Position	Low-Level Managers	110	38
	Middle-Level Managers	100	34
	Others	80	28

Data Analysis

Research investigation utilized the most recent version of SmartPLS (SmartPLS-3) for data analysis as it adopted the Partial Least Squares (PLS) approach to Structural Equation Modeling (SEM). The reason PLS-SEM was chosen is because it can deal with complicated models, has no requirement for large sample size and does not require any specific assumption about the distribution of the data. The measurement model and structural model are two components of the PLS-SEM technique.

Common method biases

Therefore, the model can be considered immune to typical technique biases if all VIFs from the internal model's full collinearity test are less than or equal to 3.3. The internal model's VIF values in our investigation varied from 1.249 to 2.345, all of which were far below the 3.3 criterion. As a result, researchers can state that common method bias is not a major issue for this study. After the validated questionnaires were received, the study moved on to evaluating any distinctions between respondents and non-respondents. To examine whether replies from those who reacted later (after three weeks, for example) differed significantly from those who responded quickly (during the first three weeks), an independent T-test was utilized. Sarstedt and Cheah (2019) suggest that non-response bias may affect outcomes, and independent T-test analysis was used in this investigation. The study variables, including resonant leadership, inclusive leadership, creative work behavior, supervisor organizational embodiment, and organizational engagement, were compared in terms of mean, standard deviation, and standard error mean in this analysis.

Measurement model

The measurement model was carefully examined during the model evaluation process to guarantee the validity and reliability of the model. The study was carried out by Santoso, Sunarjo, and Fadli (2023) recommendations, which call for an outer loading of 0.5 or above and an Average Variance Extracted (AVE) above 0.5. This criterion led to the methodical removal of items with outer loadings less than 0.5, beginning with the item with the lowest value. Sarstedt and Cheah (2019) supported this iterative elimination approach since it improves the overall quality of the data.

Reliability and validity test

A validity (convergent and divergent) and internal consistency (reliability) assessment was performed on the measurement model. Though a minimum acceptable value of 0.50 is also acknowledged, generally accepted criteria indicate that a factor loading over 0.7 is desired (San-

toso et al., 2023; Sarstedt & Cheah, 2019). Nothing was taken out of the model; every item either reached or exceeded the minimum allowable value of 0.50. Both Cronbach's Alpha (Alpha) and Composite Reliability (CR) were taken into consideration for the constructions' dependability. According to Sarstedt and Cheah (2019), values above 0.70 for Alpha and CR imply that the structure's internal consistency dependability is excellent. However, according to Sarstedt and Cheah (2019), a CR of 0.95 or higher is deemed undesirable. The current investigation indicated that the values of CR and Alpha were both satisfactory. Next, convergent validity, the second element of the measurement model, was looked at. One accepted indicator of convergent validity is Average Variance Extracted (AVE), and a cut-off value of 0.50 is used (Cheah, Thurasamy, Memon, Chuah, & Ting, 2020).

Table II
Composite reliability, cronbach's alpha and AVE values

Constructs/Items	CA	Rho-A	CR	AVE
Inclusive Leadership	0.926	0.929	0.938	0.629
Innovative Work Behavior	0.900	0.902	0.919	0.558
Organizational Engagement	0.913	0.916	0.935	0.743
Resonant Leadership _	0.838	0.846	0.892	0.676
Supervisor Organizational Embodiment	0.888	0.896	0.911	0.564

Note: CR=Composite Reliability; AVE=Average Variance Extracted;
CA= Cronbach's Alpha

Discriminant validity

The AVE method was employed by Sarstedt and Cheah (2019) to determine the distinction of variables. Discrimination validity is therefore achieved when the square root of the AVE for each construct exceeds the correlation that exists between a given construction and other latent variables. To minimize spurious correlations among constructs, researchers have used various ways such as cross-loadings, the Heterotrait-Monotrait Ratio of Correlations (HTMT) method, and the criterion proposed by Sarstedt and Cheah (2019). Upon examination, it was established that Item OE1 in organizational engagement had a strong loading on innovative work behaviour. Based on Sarstedt and Cheah (2019), one way to improve discriminant validity is to remove items with multiple cross-loading on different latent variables; hence, Item OE1 was excluded from this model.

Table III
Discriminant validity

	IL	IWB	OE	RL	SOE
Inclusive Leadership	0.793				
Innovative Work Behavior	-0.724	0.747			
Organizational Engagement	-0.706	0.707	0.862		
Resonant Leadership _	-0.651	0.746	0.587	0.822	
Supervisor Organizational Embodiment	-0.721	0.919	0.804	0.723	0.751

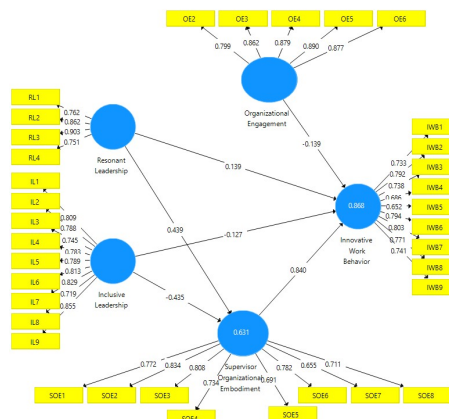


Fig. 2 Assessment of algorithm

Structural model

The structural model displays the direct and indirect connections among the constructs suggested in the research. However, it is critical to verify collinearity between every group of predictor Variables before performing hypothesis testing. The Variance Inflation Factor (VIF), which is frequently used to measure collinearity, should ideally have a value of five or less (Santoso et al., 2023; Sarstedt & Cheah, 2019). Three structural models, the direct relationship structural model, the mediation structural model, and the structural model adding moderating variables, were taken into consideration in this investigation.

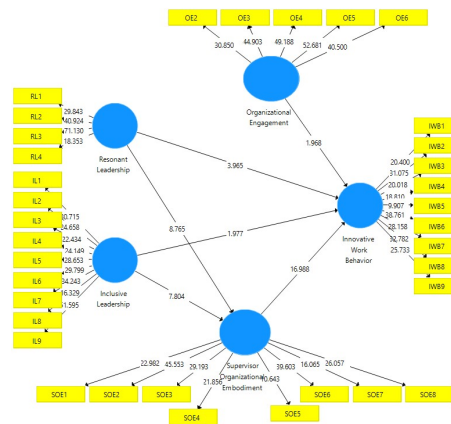


Fig. 3 Assessment of bootstrapping

The researcher used bootstrapping with 5000 subsamples in analysis to evaluate the constructs' direct and mediated associations. To assess the significance of the direct effects of the exogenous constructs on the endogenous constructs, t-statistics, beta values, standard errors, and p-values were employed. According to Sarstedt and Cheah (2019) study, the critical *t*-values for a two-tailed test were 1.65 (10% level of significance), 1.96 (5%), and 2.58 (<1%). In Table 5 below, all suggested direct path hypotheses were approved at the significant level of $p < .05$ based on *t*-scores (>1.96). The structural model is primarily used to assess established relationships between constructs in this context; it functions similarly to normalized beta coefficients from regression analysis by allowing us to examine their connections with each other directly. Apart from evaluating direct correlations, mediation testing was also conducted using bootstrapping - a re-sampling technique that measures indirect effects caused by variables acting as mediating factors increasing influence upon dependents' outcomes recommended highly adaptable methods known effective PLS-SEM contexts according to Enterprise Solutions expert advice given through core team comprising consultancy experts. The study investigated the effects of moderator factors on the relationship between independent and dependent variables. The aim was to examine how certain attributes could influence our model's relationships, using Sarstedt and Cheah (2019) methods for moderation testing. While there are several techniques available, such as the three-step hierarchical regression procedure, we utilized a test of moderating effects approach that involved calculating cross products with Smart-PLS 3.0 software, taking into account additional constructs represented by moderating variables (Santoso et al., 2023; Sarstedt & Cheah, 2019). By employing this product indicator method in our research design process, we considered moderators an essential construct when computing cross-products between predictor variable(s) and indicators from different sources thereof, allowing us to gain deeper insights into these complex interactions amongst all components within any given system being studied holistically whether it be social or technological systems.

Table IV
Construct direct and moderating effect

	Relationships	Original Sample	<i>t</i> Statistics	<i>p</i> Values	Decision
H1	Resonant Leadership_ -> Innovative Work Behavior	0.139	3.965	0.000	Supported
H2	Inclusive Leadership -> Innovative Work Behavior	-0.127	1.977	0.049	Supported
H3	Resonant Leadership_ -> Supervisor Organizational Embodiment -> Innovative Work Behavior	0.369	8.153	0.000	Supported
H4	Inclusive Leadership -> Supervisor Organizational Embodiment -> Innovative Work Behavior	-0.365	6.632	0.000	Supported
H5	Supervisor Organizational Embodiment *Organizational Engagement -> Innovative Work Behavior	-0.139	1.968	0.050	Supported
H6	Supervisor Organizational Embodiment -> Innovative Work Behavior	0.840	16.988	0.000	Supported

Discussion

The present study delves into the influence of resonant and inclusive leadership on innovative work behaviour in Small and Medium-Sized Enterprises (SMEs) situated in Portugal. Additionally, this investigation includes supervisor organizational embodiment as a mediator and organizational engagement as a moderator through the involvement of planned behaviour theory. All hypotheses were accepted. The result shows that there is the significant impact between resonant leadership and innovative work behaviour ($\beta=0.139$, t value=3.965, p value= 0.000). The majority of the theories put forth have empirical support from the study's findings. The first hypothesis responds to a worry expressed by Khan et al. (2020) on the literature's underestimation of leadership's influence on resilience, with few studies examining this connection (Mostafa et al., 2023; Purwanto, 2020). Resonant leadership enables managers to control their own emotions as well as direct others' emotions in the direction of accomplishing company objectives. Employees will probably show a stronger desire for more creativity, productivity, and cohesion when they witness a leader demonstrating empathy and supporting their followers (Rai & Chawla, 2022; Ramesh, 2021). Building bridges and dismantling barriers between people within an organization and society is the process of leadership. An institution's efficacy is dependent on its leaders' ability to discern the mood of the workforce and the surroundings and make well-informed choices. A leader should modify their approach to leadership following the degree of preparedness of their team, as highlighted by (Ali & Kashif, 2020). According to Ashikali et al. (2021), relying exclusively on mission fulfilment as a means of leading a nursing workforce is not a feasible strategy for attaining the best possible outcomes. Compassionate and empathetic leaders create a pleasant emotional environment in the workplace.

The result shows that there is the significant impact between inclusive leadership and innovative work behaviour ($\beta=-0.127$, t value=1.977, p value= 0.049). Establishing a direct line of communication with staff members, inclusive leadership promotes their active involvement in decision-making procedures and cultivates a culture of participation among them. Employee innovative work behaviour is subsequently stimulated by this participative behaviour, leading to improved innovation performance (AlEssa & Durugbo, 2022; Bataineh et al., 2022). As an illustration, inclusive leadership encourages innovative and productive dialogues between staff members, creating a feeling of purpose in the workplace and making it easier for staff members to acquire the necessary skills for competent job performance (Forte & Sá, 2021; Gupta et al., 2022). In many respects, this study makes a substantial addition to the body of knowledge already available on inclusive leadership. Because it is so advantageous, leader inclusion is considered the "gold standard" of leadership techniques; on the other hand, leader exclusion is considered the most harmful strategy.

The result shows that there is a mediating impact of supervisor organizational embodiment between resonant leadership and innovative work behaviour ($\beta=0.369$, t value=8.153, p value= 0.000). Supervisor organizational embodiment is essential because it helps them determine how much their relationship with their supervisor, whether it is favourable or negative, reflects a relationship with the organization as a whole (van Knippenberg & Lee, 2023). This evaluation is important because, in addition to the contacts with the supervisor, employees who have positive social exchange ties with the organization experience desired outcomes (e.g., (Hoobler, Wayne, & Lemmon, 2009; Rhoades, Eisenberger, & Armeli, 2001)). Employees' demands for acceptance, esteem, affiliation, and emotional support, for example, are satisfied when they receive a positive organizational evaluation (van Knippenberg & Lee, 2023; Zhang & Su, 2020). In light of this, our study sought to add to the body of knowledge on supervisor organizational embodiment by locating putative precursors of supervisor organizational embodiment. By examining how supervisor organizational embodiment mediates the relationship between resonant leadership and innovative work behaviour and the circumstances under which these relationships may be modified,

the researcher specifically aimed to study the genesis of supervisor organizational embodiment.

The result shows a mediating impact of supervisor organizational embodiment between inclusive leadership and innovative work behaviour ($\beta=0.365$, t value=6.632, p value= 0.000). SME employees believe their bosses' decisions represent the company's values and identity when supervisors demonstrate a high level of organizational embodiment. Employee integration into work duties is facilitated by this understanding, which increases the effectiveness of promotions and preventive efforts aimed at enhancing work engagement (Silva et al., 2022). On the other hand, when managers exhibit poor organizational embodiment, staff members at hotels could find it difficult to stay on target. Under such circumstances, workers might take supervisors' words at face value, which could result in a situation where the promotion or preventive focus inhibits workers' ability to engage in more creative work.

According to the results, organizational engagement has a moderating impact on both supervisor organizational embodiment and innovative work behaviour ($\beta=-0.139$, t value=1.968, p value= 0.050). The study suggests that enhancing both factors can lead to a synergistic effect in creating an innovative culture among employees (Rai & Chawla, 2022). These findings highlight the importance of organization involvement as it affects employees' reception towards managers' embodied behaviours and values, ultimately influencing their inclination towards creative work practices within the workplace. Understanding this connection emphasizes how crucial it is for organizations to focus efforts on improving levels of organizational engagement when implementing initiatives aimed at promoting effective supervisor embodiment practices leading to creativity in workplaces.

According to the findings, there is a noteworthy correlation between supervisor organizational representation and innovative work conduct ($\beta=0.840$, t value=16.988, p value= 0.000). As previously suggested by scholars such as Ramaswamy et al. (2023), supervisors need to serve as ambassadors of their organization when interacting with employees in managerial roles. Ramaswamy et al. (2023) further elaborated on this idea by suggesting that varying degrees of representativeness can exist amongst different supervisors within an organization. In particular, they proposed that workers tend to develop a perspective known as the "supervisor's organizational embodiment", which centres on how much their boss identifies with the company (Shore & Chung, 2022). According to this theory, employees are more likely to see similarities between the traits of the supervisor and the organization if the supervisor actively supports organizational policies, communicates positive perspectives about the organization, and aligns with its values and objectives. This view helps the staff see their supervisor as a strong organizational representation, which strengthens the connection between the supervisor's actions and the organization's overall identity. As has been suggested by academics over the years and previously discussed, a supervisor's fundamental responsibility is to represent the organization in their managerial interactions with staff members. Expanding on this concept, van Knippenberg and Lee (2023) proposed that supervisors' levels of organizational representativeness could differ. Workers who share information with their peers also absorb the concepts they present. One could argue that when workers become more adept at absorbing information from their colleagues, a tendency toward knowledge homogeneity among workers may occur, which would hinder the production of creative and original ideas. Zhao et al. (2023) emphasized the difficulty of encouraging the production of ideas in settings with uniform knowledge.

Theoretical and practical implications

Theoretically, this study significantly contributes to the understanding of leadership's role in fostering innovative work behavior within SMEs. The acceptance of all hypotheses confirms the empirical validity of resonant and inclusive leadership as influential factors. It addresses a gap in the literature, particularly the limited focus on leadership's impact on resilience and innovation, as suggested by previous researchers. The study further advances leadership theory by demonstrating that emotional management, empathy, and inclusive decision-making processes play critical roles in enhancing employee creativity and innovation. Moreover, the investigation of supervisor organizational embodiment as a mediator enriches existing theories on organizational behavior, illustrating how leaders' behavior and emotional intelligence can influence organizational identity and performance. This contributes to a deeper understanding of how leadership styles and organizational dynamics interact to promote innovation.

Practically, the study offers valuable insights for leaders in SMEs aiming to boost innovation. By adopting resonant leadership, managers can foster a supportive and empathetic work environment, which in turn encourages employees to engage in creative problem-solving and collaboration. Inclusive leadership further enhances this by involving employees in decision-making processes, making them feel valued and motivated to contribute innovative ideas. The findings highlight the importance of supervisor organizational embodiment in creating a strong alignment between leadership and organizational values, which helps employees feel more integrated and engaged. For managers, this means that embodying and communicating the organization's goals and values effectively can lead to improved innovation performance. Lastly, the study underscores the significance of organizational engagement as a moderator, suggesting that efforts to enhance engagement can amplify the positive effects of leadership on innovation.

Limitations and future research

There are significant limits to our study that present an opportunity for further investigation. First, to examine compassion in the workplace, we only considered inclusive and resonant leadership from a theoretical perspective to learn more about how different leadership behaviors support the development of compassion in the workplace, future studies may look at alternative styles of leadership. The only concern on inclusive and resonant leadership styles is another drawback. Contextual elements or other leadership philosophies not covered in this study may have an impact on creative work practices as well. Subsequent studies may expand the focus to encompass a wider range of contextual elements and leadership styles. Second, the depth of understanding may be limited, and common method bias may be introduced by using self-reported measures and a single data collection method, such as questionnaires. Subsequent investigations may utilize diverse methodologies, including observational studies or interviews, to augment the validity of findings. The results, however, might not be as applicable to larger businesses or SMEs in other countries because the study focused on Portuguese SMEs. Three-time periods (T1, T2, and T3) of longitudinal data offer depth, but it is important to take participant attrition, potential biases, and outside influences like organizational changes or prevailing economic conditions into account. Similarly, retention programs and other attrition-mitigation techniques may be effective. Additionally, it is worth exploring how leadership development programs contribute to organizational commitment and identification for creating an innovative environment in SMEs. Investigating cultural differences and their impact on suggested relationships might generate interesting results. More specifically, the topic of temporal dynamics and long-term effects on creative work behavior deserves attention in future research if we are looking to promote persistent innovation among SMEs. It also involves revealing industry-based tendencies that would facilitate understanding the process.

Conclusion

Organizational engagement, under the planned behaviour theory, is a strong moderating factor that can determine how well employees respond to innovation in terms of performance and commitment. Organizational embodiment also plays a significant role as an indirect influence. Studying the different impacts brought about by various leadership philosophies within varying organizational settings is an issue that is attracting increased attention now. This point of view advocates for inclusive leadership, which generates many beneficial leadership theories, whereas leader exclusion creates nothing but harmful ones. When implementing inclusive practices, leaders must address the obstacles of assimilation and distinction, which may limit the contributions of marginalized social identity groups. This can be done by conducting continuing research and coming up with workable solutions. Furthermore, the durability of creative work behaviour is strongly influenced by organizational involvement, emphasizing how crucial it is to keep creative workers. To improve the level of organizational engagement and productivity among creative employees, entrepreneurs should take proactive steps, including putting in place incentive programs, rewarding staff, creating a happy work atmosphere, making sure that workers receive their pay on time, and building stronger emotional bonds. Maintaining engagement and productivity among creative employees requires creating an atmosphere that supports creativity while attending to individual requirements. These results point to several study limitations. To address these shortcomings, future studies should think about gathering information on different factors at different times, which would enable a more thorough comprehension of the dynamics at play. Furthermore, the outcomes of this study may not be as applicable in other circumstances due to the use of a judgmental sample. Random sample techniques can help improve the external validity and increase the application of study findings for future projects. Just as leader group prototyping embraces the traits and conduct of the group, supervisor organizational embodiment integrates the experiences and qualities of the organization.

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