# Linking Inclusive Leadership, Workplace Spirituality, and Innovative Work Behaviour to Job Performance: An Empirical Study in Public Sector

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## Abstract

**Objective:** This study investigates the relationship between inclusive leadership and workplace spirituality by the mediating role of innovative work behaviour on the job performance of public service employees.

**Design/Methods/Approach:** This study involved 904 public sector employees. Data were collected via an online survey using a 7-point Likert scale. The sampling method employed was non-probability and purposive sampling based on predefined criteria. The collected data was analyzed using Lisrel 8.80 through Structural Equation Modelling (SEM) weighted least squares (WLS) estimation.

**Findings:** The results indicate that inclusive leadership and workplace spirituality positively and significantly impact innovative work behaviour and job performance. Additionally, innovative work behaviour has a positive and significant impact on job performance. Meanwhile, innovative work behaviour acted as a partial mediator in the relationship between inclusive leadership and job performance and workplace spirituality and job performance.

**Originality/Value:** Research in public organizations has predominantly treated innovative work behaviour as a dependent variable influenced by organizational environmental factors. There has been a notable absence of studies examining innovative work behaviour as an independent variable within the context of public organizations. Concurrently, despite evidence in several studies indicating the impact of a spiritual climate on innovative work behaviour, such an investigation remains unexplored within the realm of public organizations.

**Practical/Policy implication:** The public sector is advised to foster a climate conducive to workplace spirituality by encouraging the uniqueness and capabilities of employees to nurture a sense of meaning in their work. Moreover, public organizations should nurture leaders with inclusive leadership abilities, such as openness, accessibility, and availability, to stimulate employee innovation.

**Keywords**: Job performance, Innovative work behaviour, Inclusive leadership, Workplace spirituality, Government employee, Public sector employee.

**JEL Classification: M54, J45**

## 1. Introduction

Employee job performance is crucial in the public sector as it directly impacts the quality of services provided and the overall performance of the government (Ahmad et al., 2020). The performance of employees in the public sector directly impacts the efficiency and effectiveness of public service delivery (Almutairi and Arabiat, 2021). Public sector employees play a pivotal role in delivering exceptional public services, and implementing individual-level measures can improve overall organizational performance (Johari et al., 2019). Nevertheless, despite its significance, limited attention has been devoted to researching the job performance of public sector employees.

In the VUCA (volatile, uncertain, complex, and ambiguous) era, job performance in the public sector has become increasingly important. The public sector is under immense pressure to innovate and respond to the dynamic business environment (Clarke and Higgs, 2020). Innovation is essential in synchronizing technological advancements with business models in challenging environments (Javed et al., 2019). Innovation occurs when an employee develops, promotes, and implements new ideas within a work role, team, or organization, a critical component of innovative employee work behaviour (Janssen, 2000). Some previous studies have noted that innovative work behaviour has a positive relationship with job performance among hotel employees in South Korea (Kim and Koo, 2017).

Moreover, other studies have discovered that innovative work behaviour improves task performance among nurses in Ghana (Atatsi et al., 2021). A positive influence of innovative work behaviour on job performance was also reported by (Deng et al., 2022). However, the literature on the relationship between innovative work behaviour and employees' job performance in the public sector is still scanty. This is further confirmed by research conducted by Srirahayu et al. (2023), who found that existing studies on innovative work behaviour in public organizations have predominantly treated innovative work behaviour as a dependent variable influenced by factors in the organizational environment, with no prior exploration of innovative work behaviour as an independent variable within the context of public organizations. Therefore, this study seeks to investigate the effect of innovative work behaviour on the performance of civil servants in Indonesia.

Another factor that influences employee performance in the public sector is inclusive leadership (Ke et al., 2022). The prominence of diversity among public sector employees is growing, exemplified by the inclusion of various demographic groups, including millennials, women, individuals with disabilities, and individuals from diverse ethnic backgrounds, in the ranks of civil servants (Ke et al., 2022). Inclusive leadership refers to leaders who possess openness, accessibility, and availability in their interactions with their followers (Carmeli et al., 2010). In conditions of diversity, an inclusive leadership style is most prominent due to its capacity to enhance the performance of diverse teams (Jin et al., 2017). This is achieved by emphasizing the acceptance and appreciation of each team member's distinct attributes, viewpoints, and contributions (Randel et al., 2018). Earlier studies have observed that inclusive leadership can favour job performance (Ke et al., 2022).

Similarly, the positive effect of inclusive leadership on task performance was also reported by Siyal et al. (2023), who researched hospitality industry employees in China. Nonetheless, there has been a limited degree of research dedicated to investigating whether inclusive leadership has a favourable impact on the job performance of civil servants. Therefore, in this study, we will examine how inclusive leadership affects the performance of government employees within the Indonesian context.

Furthermore, innovation at work entails establishing an environment where employees are comfortable engaging in creative behaviour, which usually emanates from leaders (AlEssa and Durugbo, 2022). Therefore, an inclusive leadership approach becomes prominent because it emphasizes collaborative action with employees rather than dictation, encapsulating the belief that every individual is significant (Hollander, 2009). The study by Hernaus et al. (2022) highlights that when supervisors exhibit high levels of innovation and are accompanied by innovative employees, it leads to the highest level of employee task performance. Several previous studies have indicated that inclusive leadership has the potential to impact innovative work behaviour (Javed et al., 2019; Bannay et al., 2020; Guo et al., 2023).

The need for organizations to utilize human resources to provide competitive advantages for organizations has given rise to the concept of workplace spirituality (Nwanzu and Babalola, 2021). Employees are expected to bring their intellect and their complete selves into the organizational fold, creating an environment conducive to spirituality (Nwanzu and Babalola, 2021). Ashmos and Duchon (2000) described workplace spirituality as an individual recognising their spiritual nature, where their inner values must be nurtured in the work environment. This involves finding a sense of purpose and significance in their work and feeling connected to others and the workplace community. Spirituality and positive mood of employees positively influence employee work attitudes so that they can increase productivity and impact the organisation's long-term effectiveness (Milliman et al., 2003). Previous research found that workplace spirituality has a positive relationship with job performance (Jena, 2022; Nwanzu and Babalola, 2021; Do, 2018).

Additionally, workplace spirituality also influences employees' innovative work behaviour. Employees need meaningful work to create and implement new ideas (Saxena and Prasad, 2023). Several previous studies examining the relationship between workplace spirituality and innovative work behaviour have shown a significant positive relationship between workplace spirituality and innovative work behaviour (Afsar and Badir, 2017; Bantha and Nayak, 2020; Hunsaker and Ding, 2022). Contemporary organizations recognize the significance of fostering workplace spirituality. When employees discover work that resonates with their sense of purpose and provides soul-satisfying fulfilment, it can

unlock their full capabilities, yielding positive outcomes for both the individual and the organization (Saxena and Prasad, 2023). However, research on spiritual climate that can influence innovative work behaviour has never been studied in public organizations (Srirahayu et al., 2023).

Building upon the preceding discussion, this study will examine job performance within government organizations, considering the predictive factors of inclusive leadership, workplace spirituality, and innovative work behaviour. While these predictors have demonstrated their impact on job performance, their exploration remains relatively scarce, particularly within the context of government agencies. This research strives to uncover the relationships between these variables, with the potential to serve as a foundation for improving employee performance, particularly in governmental contexts.

This research makes several significant contributions. Firstly, it enriches the existing literature on employee performance within public organizations by introducing the aspect of innovative work behaviour. This addition is precious because there is a scarcity of studies exploring innovative work behaviour in public organizations, primarily due to the prevailing perception that bureaucratic processes constrain the innovativeness of government employees (Bysted and Jespersen, 2014). Secondly, this study expands the limited quantitative research by examining innovative work behaviour as an independent variable and a mediator. Studies of innovative work behaviour in public organizations treat it as a dependent variable. Thirdly, by exploring aspects of workplace spirituality, we provide a unique perspective on understanding how the spiritual climate in public organizations, a topic still rarely discussed, influences employees' innovative behaviour. Fourthly, by emphasizing inclusive leadership, this research offers an alternative view to other positive leadership styles influencing employee performance. Finally, this study aims to provide valuable insights to public sector organizations by focusing on workplace spirituality, inclusive leadership, and innovative work behaviour to cultivate a positive work environment that can enhance employee performance.

The rest of this article is structured in the following manner. The literature review will discuss the theory, previous research, and hypotheses for this study. The next section will introduce the empirical analysis methodology, followed by reporting research findings. Finally, this study will discuss the implications for theory and practice and conclude by addressing the study's limitations and suggesting future directions.

## 2. Literature Review and Hypotheses Development

### 2.1 Theoretical Background

Job performance can be defined as the comprehensive outcome that can be anticipated from an employee's actions performed over a specific timeframe (Motowidlo et al., 1997). Additionally, Motowidlo et al. (1997) distinguish between task performance, which refers to proficiency in job-specific tasks, and contextual performance, which refers to behaviour that contributes to organizational effectiveness. Meanwhile, (Koopmans et al., 2012) use the term individual work performance (IWP), defined as behaviour or actions relevant to organizational goals, focusing on employee behaviour or actions, not the results of those actions. (Koopmans, Buuren, et al., 2014) developed a three-dimensional construct related to job performance consisting of task performance, contextual performance, and counterproductive work behaviour. According to (Atatsi et al., 2021), job performance pertains to the effectiveness and efficiency of individuals in carrying out their designated roles and responsibilities. On the other hand, Ghani et al. (2016) assert that job performance represents employees' contributions toward achieving organizational goals.

Previous research has indicated that both inclusive leadership and workplace spirituality have a positive influence on job performance (Ke et al., 2022). Notably, the civil service in Indonesia is becoming increasingly diverse with the inclusion of the millennial generation in its workforce. Furthermore, civil servants are expected to embody values and a public-spirited approach, focusing on the greater good and benefiting the general public (Ke et al., 2022). Furthermore, prior research has shown that employees' innovative work behaviour can positively impact job performance. Research outcomes suggest that innovative work behaviour positively affects job performance, with an organization's capability to adapt and manage internal and external resources to cope with a rapidly changing environment as an important determinant of innovative work behaviour (Al Wali et al., 2023).

Inclusive leadership and workplace spirituality have also been identified as influencing innovative work behaviour (AlEssa and Durugbo, 2022). Studies by Javed et al. (2019) have shown that inclusive leadership, characterized by openness, accessibility, and availability, can stimulate and nurture innovative work behaviour in subordinates. Furthermore, research findings from (Hunsaker and Ding, 2022) suggest that workplace spirituality has a positive impact on employees' innovative work behaviour, with sentiments of joy and personal growth in the work setting being significant factors in shaping this relationship. Building upon the insights from various prior studies, this research has developed a model to examine the influence of inclusive leadership and workplace spirituality on job performance and the mediating role of innovative work behaviour.

### 2.2 Hypothesis Development

Research conducted by Ke et al. (2022) shows that there is a direct influence between inclusive leadership and employee performance. Inclusive leadership, as initially defined by Nembhard and Edmondson (2006), refers to the

words and actions of a leader that demonstrate a welcoming and appreciative attitude toward the contributions of others. Carmeli et al. (2010) defined inclusive leadership as leader behaviour that shows openness, accessibility, and availability in their interactions with followers. Employees who feel empowered and engaged with their leaders will make their behaviour more responsive and perform better (Choi et al., 2017). Inclusive leadership has the potential to nurture an inclusive environment in the organization, which empowers employees to access important and beneficial resources for their work or development.

Moreover, when employees successfully acquire resources within the organization, they develop a sense of responsibility and reciprocate through high performance (Ke et al., 2022). This finding is aligned with the study conducted by Siyal et al. (2023), which found that inclusive leadership positively impact subordinates' task performance, where an inclusive environment can eliminate feelings of ignorance and exclusion, thereby making employees feel counted, thus increasing their performance efforts. Previous studies conducted in diverse workplaces have also yielded similar findings regarding the impact of inclusive leadership on employee performance (Jin et al., 2017; Nguyen et al., 2019; Xiaotao et al., 2018). Considering the arguments and findings, the researcher formulates the following hypotheses:

**H1:** Inclusive leadership positively affects job performance.

The other factor that can influence job performance is workplace spirituality. According to Ashmos and Duchon (2000), workplace spirituality is the understanding that employees have inner lives fed and fed by meaningful work performed in a community setting. Meanwhile, Milliman et al. (2003) divided workplace spirituality into three categories: alignment with company values, meaningful work, and a sense of community. Additionally, workplace spirituality helps businesses achieve comprehensive employee performance, long-term organizational stability, effectiveness, and high levels of inspiration and creativity (Saxena and Prasad, 2023) (Saxena and Prasad, 2023). Some previous studies stated that workplace spirituality can have a positive influence on employee performance (Ke et al., 2022; Jena, 2022; Nwanzu and Babalola, 2021; Do, 2018). Jena (2022) proposed that organizations must ensure employees' spiritual aspirations are respected and supported, thereby creating satisfaction and growth in the workplace. Research by Ke et al. (2022) shows the results that workplace spirituality has a positive effect on employee performance. These results align with Do's (2018) study, which shows that the meaningful work dimension of workplace spirituality positively impacts employee performance. Thus, organizations need to build workplaces where employees can feel their work is meaningful and purposeful. Therefore, the second hypothesis of this research is:

**H2:** Workplace spirituality positively affects job performance.

In the meantime, innovative work behaviour can help organizations face new challenges in complex environments (Javed et al., 2019). Janssen (2000) defined innovative work behaviour as an employee's deliberate creation, introduction, and implementation of new ideas in the workplace, within a group, or organization to contribute to performance. Innovation at work requires leaders to create a conducive environment where employees feel safe to be creative (AlEssa and Durugbo, 2022). Bannay et al. (2020) proved that inclusive leadership, which is manifested by the openness, accessibility and availability of a leader, has a positive impact on innovative work behaviour. A study conducted by Guo et al. (2023) on employees in Small and Medium Enterprises in China revealed a positive influence between inclusive leadership, job crafting, and innovative work behaviour. These results align with research by Javed et al. (2019) which shows that inclusive leadership positively impacts innovative work behaviour, focusing on the characteristics of the leader and the relationship between the leader and follower. Thus, the third hypothesis for this study is:

**H3:** Inclusive leadership positively affects innovative work behaviour.

Furthermore, workplace spirituality enables organizations to achieve comprehensive employee performance and high levels of motivation and creativity (Saxena and Prasad, 2023). The study conducted by Afsar and Badir (2017) suggests that employees with strong spiritual dimensions derive meaning and purpose from their work, enabling them to think critically and creatively, thus generating innovative solutions to problems. Research conducted by Baber et al. (2023) highlights the importance of creating a spiritually supportive workplace in high-stress organizations, as it can give employees a stronger sense of purpose and meaning in their work, leading to enhanced creativity and innovation. These findings are aligned with previous studies that found a positive influence between workplace spirituality and innovative work behaviour (Hunsaker and Ding, 2022; Bantha and Nayak, 2020). So, the fourth hypothesis for this study is:

**H4:** Workplace spirituality positively affects innovative work behaviour.

Meanwhile, innovative behaviour enhances individual employee performance and contributes to overall organizational performance (De Jong and Den Hartog, 2007). Atatsi et al. (2021) discovered that innovative work behaviour predicts task performance and serves as a mediator in the relationship between psychological ownership and task performance. Research by Al Wali et al. (2023) revealed that there is a favourable association between innovative work behaviour and job performance, highlighting the significance of dynamic capabilities in influencing innovative work behaviour, which is aligned with the finding that promoting components of innovative work behaviour (such as idea creation, idea realization) can improve employee performance (Deng et al., 2022). Based on those arguments and findings, the following hypothesis for this study is:

**H5:** Innovative work behaviour positively affects job performance.

This research divides the focus into two dimensions of factors that influence innovative work behaviour from research by AlEssa and Durugbo (2022), namely the leadership and learning dimension, which is represented by the inclusive leadership variable and the characteristics and conditions dimension, which is the quality of the individual which is represented by the workplace spirituality variable. From the previous research explanation, these two variables generally can positively influence the relationship between innovative work behaviour and job performance. Innovative work behaviour is employee behaviour that deliberately creates, introduces, and implements new ideas within a group or organization, intending to contribute to performance (Janssen, 2000). Innovative work behaviour reflects an individual's ability to adapt to their work by changing themselves or their work environment, making employees more appropriate and better suited to their environment, enabling them to perform better (Deng et al., 2022). Based on the explanations above, the following hypotheses proposed are as follows:

**H6:** Innovative work behaviour mediates the relationship between inclusive leadership and job performance.

**H7:** Innovative work behaviour mediates the relationship between workplace spirituality and job performance.

## 3. Method

### 3.1. Research Design and Sample

Based on data from the World Bank regarding the Government Effectiveness Index, which assesses the performance and effectiveness of governance, Indonesia's position among ASEAN countries remained below Singapore, Malaysia, and Brunei Darussalam from 2017 to 2021(World Bank, 2022). In this current era of change, the Indonesian government recognizes the importance of reorienting its bureaucratic reform programs to adapt to external conditions by establishing a dynamic and agile government (Kementerian PAN-RB, 2020b). This is closely related to the role of civil servants, as the performance of employees is crucial in the public sector as it directly impacts the overall government performance (Ahmad et al., 2020).

This study used a purposive sampling method to determine the target respondents. Respondents of this research are civil servants who have worked for at least one year in one of the ministries in Indonesia. This criterion is determined because employees who have worked for at least one year have gone through a trial period as civil servants, received basic education and training, and have been permanently placed in a work unit to familiarise themselves with the leaders and work environment.

The questionnaire underwent an initial readability test and was reviewed by an expert in the study field and three civil servants. Once reviewed and approved, it was distributed to a limited number of respondents for a pretest, resulting in 31 data responses. This data was analyzed using IBM SPSS Statistics 27. Out of the 62 indicators, all 4 variables passed the pretest for both validity and reliability. Following the validity and reliability pretest, the questionnaire was distributed to a larger and more diverse group of respondents for the main test analysis.

The data were collected through an online self-reported questionnaire to the respondents. The questionnaires were administered from September 11, 2023, until October 12, 2023. A total of 1,073 responses were successfully collected, but only 904 met the criteria to be included in the sample. Data were analyzed using Lisrel 8.80 via Structural Equation Modeling (SEM) with Weighted Least Squares (WLS) estimation to analyze the relationships between variables—inclusive leadership, workplace spirituality, innovative work behaviour, and job performance—as seen from Figure 1.
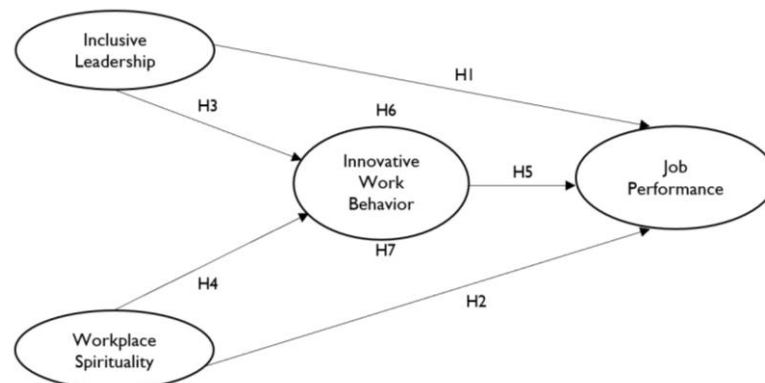


Figure 1. Conceptual model

### 3.2. Measurements

The measurement scale for this study used a 7-point Likert scale, with a scale from 1 (strongly disagree) to 7 (strongly agree). Job performance is measured using the Individual Work Performance Questionnaire (IWPQ) developed

by Koopmans, Bernaards, et al. (2014), which encompasses three dimensions: (i) task performance, (ii) contextual performance, and (iii) counterproductive work behaviour, with total 18 items. Innovative work behaviour is assessed using indicator variables, proposed initially by Kleysen and Street (2001), which consider innovative behaviour from various dimensions, including (i) opportunity exploration, (ii) generativity, (iii) formative investigation, (iv) championing, and (v) application, with a total of 14 question items. Indicators for inclusive leadership, according to Carmeli et al. (2010) to measure three dimensions of inclusive leaders, i.e. (i) openness, (ii) availability, and (iii) accessibility, with a total of 9 question items. Lastly, workplace spirituality is evaluated through 21 items designed to assess three dimensions: (i) meaningful work, (ii) a sense of community, and (iii) alignment with the organization's values, following the framework developed by Milliman et al. (2003). There are 62 questions for all the indicator measurements, as detailed in the Appendices.

## 4. Result and Discussion

### 4.1. Respondent Demographics

The profiles of 904 respondents are analyzed to offer insights into the data distribution, as shown in Table 1. It is evident from Table 1 that most of the respondents are male, with a proportion of 63,50%. Respondents were predominantly 36 – 40 years and 31 – 35 years. However, civil servants in staff positions make up the majority of the respondents, comprising over 66%. The educational background of the respondents is predominantly at the bachelor's degree level, followed by those with a master's degree. Notably, the respondents have work experience exceeding 20 years, signifying their extensive familiarity with their leaders and the work environment.

Table 1. Respondents' profiles

| Profile | Classification | Numbers | Percentage |
|---|---|---|---|
| Gender | Male | 574 | 63,50 % |
| | Female | 330 | 36,50% |
| Age | < 25 | 64 | 7,08% |
| | 25 – 30 | 161 | 17,81% |
| | 31 – 35 | 181 | 20,02% |
| | 36 – 40 | 189 | 20,91% |
| | 41 – 45 | 96 | 10,62% |
| | 46 – 50 | 132 | 14,60% |
| | ≥50 | 81 | 8,96% |
| Job Position | Staff | 599 | 66,26% |
| | Echelon IV | 259 | 28,65% |
| | Echelon III | 46 | 5,09% |
| Education | High School | 22 | 2,43% |
| | Diploma | 204 | 22,57% |
| | Bachelor | 451 | 49,89% |
| | Master | 224 | 24,78% |
| | Doctoral | 3 | 0,33% |
| Job Experience | 1 – 5 years | 149 | 16,48% |
| | 6 – 10 years | 210 | 23,23% |
| | 11 – 15 years | 172 | 19,03% |
| | 16 – 20 years | 136 | 15,04% |
| | ≥20 years | 237 | 26,22% |

### 4.2. Validity and Reliability

After collecting 904 data points, the researcher analyzed the data and confirmed that all indicators were valid, as indicated by a Standardized Loading Factor (SLF) value ≥ 0,50. Furthermore, after calculating the scores for Composite Reliability (CR) and Average Variance Extracted (AVE), it is verified that all variables demonstrate reliability, with CR value ≥ 0,70 and AVE value ≥ 0,50. Simplifying the model allows for the analysis of dimensions within the variables of job performance (task performance, contextual performance, and counterproductive work behaviour); innovative work behaviour (opportunity exploration, generativity, formative investigation, championing, and application); inclusive leadership (openness, availability, and accessibility); workplace spirituality (meaningful work, sense of community, and

alignment with organization values). All these dimensions are subsequently considered as observed variables for their respective latent variables. The outcomes of the validity and reliability assessments conducted with Lisrel 8.8 are presented in Table 2.

Table 2. Validity and reliability test result

| Variables | Item | SLF | Error | CR | AVE | Conclusion |
|---|---|---|---|---|---|---|
| Job Performance (Task Performance) | JPT1 | 0,84 | 0,30 | 0,89 | 0,63 | Valid and Reliable |
| | JPT2 | 0,84 | 0,30 | | | |
| | JPT3 | 0,70 | 0,51 | | | |
| | JPT4 | 0,74 | 0,46 | | | |
| | JPT5 | 0,85 | 0,28 | | | |
| Job Performance (Contextual Performance) | JPC1 | 0,82 | 0,33 | 0,93 | 0,63 | Valid and Reliable |
| | JPC2 | 0,77 | 0,41 | | | |
| | JPC3 | 0,83 | 0,32 | | | |
| | JPC4 | 0,82 | 0,33 | | | |
| | JPC5 | 0,83 | 0,31 | | | |
| | JPC6 | 0,78 | 0,40 | | | |
| | JPC7 | 0,82 | 0,33 | | | |
| | JPC8 | 0,70 | 0,51 | | | |
| Job Performance (Counterproductive Work Behaviour) | JPW1 | 0,63 | 0,60 | 0,85 | 0,54 | Valid and Reliable |
| | JPW2 | 0,85 | 0,28 | | | |
| | JPW3 | 0,76 | 0,42 | | | |
| | JPW4 | 0,68 | 0,54 | | | |
| | JPW5 | 0,72 | 0,48 | | | |
| Job Performance | Task performance | 0,92 | 0,15 | 0,86 | 0,69 | Valid and Reliable |
| | Contextual performance | 0,98 | 0,03 | | | |
| | Counterproductive Work Behaviour | 0,51 | 0,74 | | | |
| Innovative Work Behaviour (Opportunity Exploration) | IWE1 | 0,85 | 0,28 | 0,85 | 0,65 | Valid and Reliable |
| | IWE2 | 0,84 | 0,30 | | | |
| | IWE3 | 0,73 | 0,47 | | | |
| Innovative Work Behaviour (Generativity) | IWG1 | 0,81 | 0,34 | 0,76 | 0,62 | Valid and Reliable |
| | IWG2 | 0,76 | 0,42 | | | |
| Innovative Work Behaviour (Formative Investigation) | IWI1 | 0,82 | 0,32 | 0,91 | 0,76 | Valid and Reliable |
| | IWI2 | 0,90 | 0,18 | | | |
| | IWI3 | 0,89 | 0,21 | | | |
| Innovative Work Behaviour (Championing) | IWC1 | 0,90 | 0,19 | 0,91 | 0,78 | Valid and Reliable |
| | IWC2 | 0,89 | 0,21 | | | |
| | IWC3 | 0,85 | 0,27 | | | |
| Innovative Work Behaviour (Application) | IWA1 | 0,89 | 0,2 | 0,92 | 0,80 | Valid and Reliable |
| | IWA2 | 0,89 | 0,2 | | | |
| | IWA3 | 0,89 | 0,21 | | | |
| Innovative Work Behaviour | Opportunity Exploration | 0,96 | 0,08 | 0,99 | 0,93 | Valid and Reliable |
| | Generativity | 0,99 | 0,02 | | | |
| | Formative Investigation | 0,98 | 0,04 | | | |
| | Championing | 0,93 | 0,13 | | | |
| | Application | 0,97 | 0,07 | | | |
| Inclusive Leadership (Openness) | ILO1 | 0,88 | 0,23 | 0,90 | 0,80 | Valid and Reliable |
| | ILO2 | 0,87 | 0,24 | | | |
| | ILO3 | 0,86 | 0,25 | | | |
| Inclusive Leadership (Availability) | ILV1 | 0,86 | 0,25 | 0,92 | 0,74 | Valid and Reliable |
| | ILV2 | 0,81 | 0,24 | | | |
| | ILV3 | 0,84 | 0,29 | | | |
| | ILV4 | 0,88 | 0,23 | | | |

| Variables | Item | SLF | Error | CR | AVE | Conclusion |
|---|---|---|---|---|---|---|
| Inclusive Leadership (Accessibility) | ILC1 | 0,83 | 0,31 | 0,83 | 0,71 | Valid and Reliable |
| | ILC2 | 0,86 | 0,27 | | | |
| Inclusive Leadership | Openness | 0,93 | 0,14 | 0,97 | 0,91 | Valid and Reliable |
| | Availability | 1,00 | 0,00 | | | |
| | Accessibility | 0,92 | 0,14 | | | |
| Workplace Spirituality (Meaningful Work) | WSM1 | 0,90 | 0,18 | 0,93 | 0,70 | Valid and Reliable |
| | WSM2 | 0,81 | 0,34 | | | |
| | WSM3 | 0,79 | 0,38 | | | |
| | WSM4 | 0,68 | 0,53 | | | |
| | WSM5 | 0,90 | 0,19 | | | |
| | WSM6 | 0,90 | 0,19 | | | |
| Workplace Spirituality (Sense of Community) | WSC1 | 0,86 | 0,26 | 0,96 | 0,76 | Valid and Reliable |
| | WSC2 | 0,88 | 0,22 | | | |
| | WSC3 | 0,86 | 0,27 | | | |
| | WSC4 | 0,88 | 0,22 | | | |
| | WSC5 | 0,90 | 0,18 | | | |
| | WSC6 | 0,89 | 0,21 | | | |
| | WSC7 | 0,82 | 0,33 | | | |
| Workplace Spirituality (Alignment with Organization Values) | WSO1 | 0,88 | 0,22 | 0,96 | 0,75 | Valid and Reliable |
| | WSO2 | 0,81 | 0,34 | | | |
| | WSO3 | 0,79 | 0,37 | | | |
| | WSO4 | 0,89 | 0,22 | | | |
| | WSO5 | 0,91 | 0,17 | | | |
| | WSO6 | 0,85 | 0,28 | | | |
| | WSO7 | 0,93 | 0,14 | | | |
| | WSO8 | 0,86 | 0,26 | | | |
| Workplace Spirituality | Meaningful Work | 0,93 | 0,14 | 0,98 | 0,94 | Valid and Reliable |
| | Sense of Community | 1,00 | 0,00 | | | |
| | Alignment with Organization Values | 0,98 | 0,04 | | | |

## 4.3. Goodness of Fit

The goodness of fit indicates how well a particular theoretical structure represents reality as represented by the data (Hair et al., 2019). Table 3 presents the outcomes of the Goodness of Fit analysis. Among the Absolute Fit Indices, three criteria (RMSEA, Normed Chi-Square, and ECVI) indicate a good fit, and one criterion (GFI) indicates marginal fit. Two criteria in Incremental Fit Indices represented by NFI and CFI show marginal fit. PNFI, which represents Parsimony Fit Indices, shows a good fit. Additionally, other Goodness of Fit measurements, such as the Critical N, signify that the sample size in the study is sufficient for estimating the model and indicates a good fit. Based on these results, it can be concluded that the model in this research is a good fit.

Table 3. The Goodness of fit result

| Goodness of Fit Indicators | Goodness of Fit Standard | Goodness of Fit Result | Conclusion |
|---|---|---|---|
| **Absolute Fit Indices** | | | |
| Root Mean Square Error (RMSEA) | RMSEA ≤ 0,08 (good fit) RMSEA ≤ 0,05 (close fit) | 0,057 | Good fit |
| Normed Chi Square ($\chi2/df$) | 1 - 5 | 3,93 | Good fit |
| Expected Cross-Validation Index (ECVI) | small value and close to ECVI-saturated | Model: 0,38 Saturated: 0,23 Independence: 1,62 | Good fit |
| Goodness of Fit Index (GFI) | GFI ≥ 0,90 (good fit); 0,8 ≤ GFI < 0,90 (marginal fit) | 0,88 | Marginal fit |

| **Incremental Fit Indices** | | | |
|---|---|---|---|
| Normed Fit Index (NFI) | NFI ≥ 0,90 (good fit); 0,8 ≤ NFI < 0,90 (marginal fit) | 0,81 | Marginal fit |
| Comparative Fit Index (CFI) | CFI ≥ 0,90 (good fit); 0,8 ≤ CFI < 0,90 (marginal fit) | 0,85 | Marginal fit |
| **Parsimony Fit Indices** | | | |
| Parsimonious Normed Fit Index (PNFI) | PNFI > 0,50 | 0,61 | Good fit |
| **Other GOFI** | | | |
| Critical N (CN) | CN ≥ 200 | 331,23 | Good fit |

### 4.4. Hypothesis Testing

After evaluating the measurement model's validity, reliability, and model fit, the analysis shifts its focus to the structural model, which investigates the causal relationships between variables as specified in the hypotheses. Lisrel 8.8 is employed to construct a path diagram, as illustrated in Figure 2, for evaluating the significance of relationships between latent variables. The significance of these relationships is determined by t-values, with a score equal to or exceeding 1,96 (Hair et al., 2019).

From Figure 2, we can also see the $R^2$ value for dependent variables. The $R^2$ value for innovative work behaviour is 0.59, indicating that the inclusive leadership and workplace spirituality variables can account for 59% of the variance in innovative work behaviour. In comparison, other factors beyond the scope of this study influence the remaining 41%. Moreover, the $R^2$ value for job performance is 0.79, indicating that the independent variables, inclusive leadership, workplace spirituality, and innovative work behaviour, together explain up to 79% of the variance, with the remaining 21% influenced by factors not addressed in this study.

Furthermore, analysis was also carried out on indirect relationships through the mediating variables of innovative work behaviour using the Lisrel 8.8 application. The data supports all indirect relationships in the hypothesis and has significant results with a t-value above 1,96. This indicates simultaneous mediation of innovative work behaviour in the relationship between inclusive leadership and workplace spirituality with job performance. The results of all t-values can be seen in Table 4.
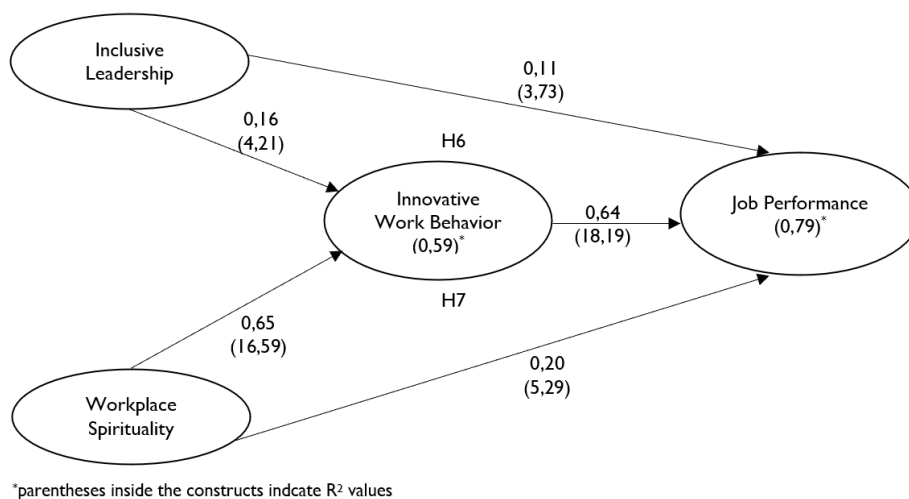


*parentheses inside the constructs indcate R² values

Figure 2. Causal relationship

### 4.5. Discussion

The initial hypothesis test (H1) examines the direct relationship between inclusive leadership and job performance. According to Table 4, H1 is confirmed as the t-value for H1 is 3.73, meeting the threshold of 1,96. This outcome confirms the first hypothesis, which posits that inclusive leadership has a positive impact on job performance. Inclusive leadership is associated with openness, availability, and accessibility (Carmeli et al., 2010). This result aligns with research that shows that inclusive leaders can lead to higher employee performance (Choi et al., 2017; Ke et al., 2022; Siyal et al., 2023). This means that if a leader possesses characteristics of an inclusive leader, such as being open, willing to listen, and providing time for the subordinates, it can impact the subordinate's job performance.

Additionally, Nembhard and Edmondson (2006) emphasized that inclusive leaders invite and appreciate others' contributions, effectively assisting the team in overcoming the constraints of status disparities, thereby enabling a collaborative environment for process improvement among their team members. Furthermore, the presence of inclusive leaders in the public sector plays an important role in workforce diversity. Additionally, inclusive leaders in the public sector can eliminate feelings of ignorance and rejection, particularly among younger employees who may be affected by the prevailing stigma that the public sector primarily values seniority in the workplace. This, in turn, creates an environment where all employees feel a sense of belonging and recognition, consequently stimulating them to enhance their performance efforts.

Table 4. Hypotheses result

| Hypotheses | Relationship | Standardized Estimate | t-value | Conclusion |
|---|---|---|---|---|
| H1 | Inclusive Leadership -> Job Performance | 0,11 | 3,73 | Accepted |
| H2 | Workplace Spirituality -> Job Performance | 0,20 | 5,29 | Accepted |
| H3 | Inclusive Leadership -> Innovative Work Behaviour | 0,16 | 4,21 | Accepted |
| H4 | Workplace Spirituality -> Innovative Work Behaviour | 0,65 | 16,59 | Accepted |
| H5 | Innovative Work Behaviour -> Job Performance | 0,64 | 18,19 | Accepted |
| H6 | Inclusive Leadership -> Innovative Work Behaviour -> Job Performance | 0,10 | 4,12 | Accepted |
| H7 | Workplace Spirituality -> Innovative Work Behaviour -> Job Performance | 0,42 | 12,68 | Accepted |

The second hypothesis test (H2) examined the direct relationship between workplace spirituality and job performance. The results in Table 4 indicate that H2 is supported, as the t-value for H2 is 5,29, exceeding the threshold of 1,96. These findings demonstrate a significant positive relationship between workplace spirituality and job performance. These results are in line with previous research, which shows the positive influence of spirituality in the workplace on job performance (Ke et al., 2022; Jena, 2022; Nwanzu and Babalola, 2021; Do, 2018) and also long-term organizational stability, efficiency and high levels of motivation (Saxena and Prasad, 2023). Workplace spirituality is associated with meaningful work, a sense of community, and alignment with organisational values (Milliman et al., 2003). Workplace spirituality, in general, can significantly influence employee behaviour within the work environment, particularly for public sector employees. This is because their roles are directly tied to the welfare of the state and society, so they consider their work to have deeper meaning, purpose and benefits. Furthermore, this will be a strong motivation for them to make greater efforts. Likewise, many communities according to interests and hobbies that accommodate civil servants at work also make civil servants feel familiar and close to their co-workers. Furthermore, contemporary public institutions also pay more attentions to their employees' well-being. They not only focus on their employees' physical well-being but also offer counseling sessions for those in need to address their employees' mental health. This sense of care from the organization motivates them to enhance their performance. Consequently, all aspects of workplace spirituality can enhance the job performance of public employees.

The third hypothesis test (H3) examines the direct relationship between inclusive leadership and innovative work behaviour. Table 4 provides evidence supporting H3, as the t-value for H3 is 4,21, exceeding the threshold of 1,96. This outcome implies a meaningful and positive association between inclusive leadership and innovative work behaviour. This finding is also consistent with previous research, which found that inclusive leadership can significantly influence innovative work behaviour (Bannay et al., 2020; Guo et al., 2023; Javed et al., 2019; Sürücü et al., 2023). AlEssa and Durugbo (2022) emphasized that a supportive atmosphere is essential to foster workplace innovation, allowing employees to express their creativity without fear, and the leader can cultivate this environment.

Moreover, an inclusive leader embraces all organisation members as they are and appreciates diverse perspectives. They provide support and offer guidance to employees when mistakes occur. Assessing the conduct of inclusive leaders, it is evident that they establish conducive working environments that facilitate employee participation in innovative work behaviour.

The fourth hypothesis examines the direct correlation between workplace spirituality and innovative work behaviour. As seen in Table 4, H4 is confirmed, with the t-value for H4 being 16,59, significantly exceeding the threshold of 1,96. This value shows the acceptance of the fourth hypothesis, which states that spirituality in the workplace has a positive influence on innovative work behaviour. The findings of this study are consistent with prior research, which found a positive relationship between workplace spirituality and innovative work behaviour (Saxena and Prasad, 2023; Hunsaker and Ding, 2022; Bantha and Nayak, 2020; Afsar and Badir, 2017). Additionally, Afsar and Badir (2017) emphasized integrating spirituality into the workplace to promote individual and organizational creativity. Employees

with high spirituality, especially civil servants, will find meaning and purpose in carrying out their duties relating to delivering public services, which further encourages them to think critically and creatively. As a result, they are more inclined to propose effective problem-solving solutions and generate novel ideas.

The fifth hypothesis examines the direct relationship between innovative work behaviour and job performance. As displayed in Table 4, H5 is supported, as the t-value for H5 is 18,19 or ≥1,96. These findings indicate a positive relationship between innovative work behaviour and job performance. This finding is consistent with previous studies which found innovative work behaviour can predict employee performance (Al Wali et al., 2023; Deng et al., 2022; Atatsi et al., 2021; De Jong and Den Hartog, 2007). Scott and Bruce (1994) defined innovative work behaviour as a multi-stage process involving idea generation, promotion, and realization. Thus, the innovation process should be viewed as discontinuous, with employees involved in various combinations of tasks at any given moment (Al Wali et al., 2023). In the public sector context, the government has held public innovation competitions involving various ministries, agencies, institutions and local governments. This competition aims to modernize and simplify the delivery of public services to the community. It has fostered a culture of innovation among employees, encouraging them to engage in critical thinking and develop novel solutions for workplace challenges, ultimately enhancing their performance.

Besides the direct relationship, an analysis was performed to evaluate the indirect relationships through innovative work behaviour mediating variables. These indirect relationships are illustrated in H6 and H7. Table 4 shows that H6 and H7 are accepted because the t-values are 4,12 and 12,68 or ≥ 1,96. This indicates that innovative work behaviour mediates the effects of inclusive leadership and workplace spirituality on job performance. The mediation of innovative work behaviour can be classified as partial mediation because the significance of the direct relationship between the independent variable and dependent variables decreases but remains statistically significant when the mediating variables are included as additional predictors, as shown in Table 5. However, the mediation role of innovative work behaviour cannot be ignored because it can have an impact on a direct relationship with job performance.

Table 5. Mediation Test Result

| Path | Without Mediating Variable | With Mediating Variable | Conclusion |
|---|---|---|---|
| | Direct Effect | Direct Effect | |
| Inclusive Leadership -> Job Performance (H1) | 6,08 | 3,73 | Partial Mediation |
| Workplace Spirituality -> Job Performance (H2) | 14,49 | 5,29 | Partial Mediation |

The study by Javed et al. (2019), which found that inclusive leadership is a favourable situational element which nurtures innovative work behaviour, validated the results of the H6 hypothesis test. In the meantime, a study conducted by Saxena and Prasad (2023) indicates that workplace spirituality is a strong predictor of innovative work behaviour, supported by the findings of the H7 hypothesis test. Apart from that, innovative work behaviour has been proven to influence work performance based on previous research conducted by Al Wali et al. (2023). Innovative work behaviour acts as a mediator for both H6 and H7 and positively influences performance. In the public sector, the role of an inclusive leader who is open and encourages participation by all employees, as well as the meaningfulness of the work that civil servants have because it is related to services for the benefit of the broader community, both can boost motivation and enable civil servants to generate creative ideas and effective solutions for resolving problems.

Moreover, innovative work behaviour can influence the performance of public sector employees because the innovative contribution of public sector employees plays a pivotal role in enhancing public services, particularly given the rapid technological advancements and the increasing demand for improved public services in the present era. This shift is further driven by a culture of innovation in the public sector, with public innovation competitions held between government agencies in the last five years. This has encouraged a culture of innovation among civil servants who were previously perceived as employees less inclined to engage in innovative practices. Today's government employees are capable and empowered to demonstrate innovative behaviour by formulating fresh solutions to address challenges. Consequently, this can potentially elevate the quality of public services provided to the community.

## 5. Conclusion

The performance of public servants serves as an indicator of the quality of public services delivered. Based on data from the World Bank's Government Effectiveness Index, which assesses government performance and effectiveness, the Indonesian government has shown improvement in the past two years (World Bank, 2022). However, there is room for further enhancement to position the government favourably among ASEAN countries. Additionally, in the current VUCA era, it is imperative to consider the factors influencing the performance of public sector employees. This research offers insights to public sector organizations concerning the drivers of improved civil servant performance, with innovative work behaviour, inclusive leadership, and workplace spirituality as key factors. Public sector

organizations should initiate and execute strategic measures that are essential and beneficial in bolstering civil servants' performance and further elevating the quality of public services.

Based on the findings of this research, organizations can consider several recommendations to enhance the performance of civil servants. First, innovative work behaviour is the most significant factor influencing employee performance in the public sector. Therefore, public sector organizations should facilitate opportunities for civil servants to engage in innovative behaviours, allowing them to purposefully generate, introduce, and implement new ideas in the workplace, whether related to individual tasks, team responsibilities, or broader organizational impact. In addition, it is essential to sustain the public innovation competitions within the Indonesian government sector, which were introduced as early as 2013 (Kementerian PAN-RB, 2020a), to foster the development of an innovation ecosystem. Meanwhile, to further encourage and improve the culture of innovation among employees, it is necessary to hold innovation competitions from the organisation's smallest work units. Secondly, our findings indicate that workplace spirituality impacts employee performance. Public organizations implementing programs to increase spirituality obtain advantages for individuals and the organization (Devendhiran and Wesley, 2017). Therefore, public sector organizations can do several things to foster spirituality in the workplace, such as: promote individuality, uniqueness, and the capabilities of employees whenever possible to foster a sense of purpose at work; establish feedback mechanisms in the workplace, enabling employees to voice their thoughts and actively acknowledging their valuable insights and opinions; launch an program that provides various services and resources to employees to help them deal with personal issues that might affect their well-being, job performance, and overall mental health, such as counselling; introduce activities designed to improve an individual's physical, mental, and emotional well-being, aimed at helping participants adopt and maintain a healthier lifestyle, reduce stress, and improve their overall quality of life; establish the formation of internal support groups or community where individuals can come together to address common concerns, exchange ideas, and share personal experiences, fostering a sense of fellowship among organization members. The third factor that influences civil servant performance is inclusive leadership. Based on this discovery, leaders within the public sector need to cultivate inclusive leadership skills. Specifically, in organizations with diverse employees, it is advisable to select leaders capable of demonstrating qualities like openness, approachability, and availability, as Carmeli et al. (2010) suggested. These leaders should actively create fresh opportunities for improving work procedures, provide guidance on emerging concerns, and remain accessible for any professional questions from their subordinates (Ke et al., 2022). Furthermore, through training, public-sector leaders can further internalize their core values, like respect and responsibility, which contribute to developing an inclusive leadership style. Moreover, both workplace spirituality and inclusive leadership can influence civil servant job performance through innovative work behaviour.

This research uses a cross-sectional method, which restricts the ability to establish causal relationships between the variables examined and their evolution over time. Furthermore, the study was conducted quickly, impacting the recruitment of research participants and the depth of research analysis. Additionally, data collection relied on self-administered questionnaires, potentially introducing bias that could influence the research result.

Given the limitations of this study, future research should consider the following aspects. Firstly, apart from using self-evaluation questionnaires to assess performance, further research should complement this with secondary data encompassing performance evaluations and appraisals from direct supervisors. Secondly, researchers did not conduct follow-up interviews with respondents to thoroughly validate and explore their perceptions. For future studies, employing follow-up interviews is advisable to enhance the depth of the research analysis. Thirdly, further research can consider factors that impede innovative work behaviour, such as job stressors, injustice, and job insecurity. Lastly, future research can explore other mediating variables, such as work engagement and perceived organizational support, to better understand the variables that influence performance.

## Acknowledgement

## Author Contribution

Author 1: conceptualization, writing of original draft, data curation, formal analysis, investigation, methodology
Author 2: review and editing, supervision

## Financial Disclosure

## Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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## Appendices

Table 6. Instrument Measurement

| Variable | Dimension | Item | Source |
|---|---|---|---|
| Job Performance | Task Performance | 1. I managed to plan my work so that it was done on time<br>2. My planning was optimal.<br>3. I kept in mind the results that I had to achieve in my work.<br>4. I was able to separate main issues from side issues at work.<br>5. I was able to perform my work well with minimal time and effort. | (Koopmans, Bernaards, et al., 2014) |
| | Contextual Performance | 6. I took on extra responsibilities.<br>7. I started new tasks myself, when my old ones were finishe<br>8. I took on challenging work tasks, when available.<br>9. I worked at keeping my job knowledge up-to-date.<br>10. I worked at keeping my job skills up-to-date<br>11. I came up with creative solutions to new problems.<br>12. I kept looking for new challenges in my job<br>13. I actively participated in work meetings. | |
| | Counterproductive work behaviour | 14. I complained about unimportant matters at work<br>15. I made problems greater than they were at work.<br>16. I focused on the negative aspects of a work situation, instead of on the positive aspects<br>17. I spoke with colleagues about the negative aspects of my work.<br>18. I spoke with people from outside the organization about the negative aspects of my work. | |
| Innovative Work Behaviour | Opportunity Exploration | 1. Look for opportunities to improve an existing process, technology, product, service or work relationship?<br>2. Recognize opportunities to make a positive difference in your work, department, organization, or with customers?<br>3. "Pay attention to non-routine issues in your work, department, organization or the market place? | (Kleysen and Street, 2001) |
| | Generativity | 4. Generate ideas or solutions to address problems?<br>5. Define problems more broadly in order to gain greater insight into them? | |
| | Formative Investigation | 6. Experiment with new ideas and solutions?<br>7. Test-out ideas or solutions to address unmet needs?<br>8. Evaluate the strengths and weaknesses of new ideas? | |
| | Championing | 9. Try to persuade others of the importance of a new idea or solution?<br>10. Push ideas forward so that they have a chance to become implemented?<br>11. Take the risk to support new ideas? | |
| | Application | 12. Implement changes that seem to be beneficial?<br>13. Work the bugs out of new approaches when applying them to an existing process, technology, product or service?<br>14. Incorporate new ideas for improving an existing process, technology, product or service into daily routines | |

| Variable | Dimension | Item | Source |
|---|---|---|---|
| Inclusive Leadership | Openness | 1. The manager is open to hearing new ideas<br>2. The manager is attentive to new opportunities to improve work processes<br>3. The manager is open to discuss the desired goals and new ways to achieve them | (Carmeli et al., 2010) |
| | Availability | 4. The manager is available for consultation on problems<br>5. The manager is an ongoing 'presence' in this team—someone who is readily available<br>6. The manager is available for professional questions I would like to consult with him/her<br>7. The manager is ready to listen to my requests | |
| | Accessibility | 8. The manager encourages me to access him/her on emerging issues<br>9. The manager is accessible for discussing emerging problems | |
| Workplace Spirituality | Meaningful Work | 1. Experience joy in work<br>2. Spirit is energized by work<br>3. Work is connected to what I think is important in life<br>4. Look forward to coming to work<br>5. See a connection between work and social good<br>6. Understand what gives my work personal | (Milliman et al., 2003) |
| | Sense of Community | 7. Working cooperatively with others is valued<br>8. Feel part of a community<br>9. Believe people support each other<br>10. Feel free to express opinions<br>11. Think employees are linked with a common purpose<br>12. Believe employees genuinely care about each other<br>13. Feel there is a sense of being a part of a family | |
| | Alignment with Organization Values | 14. Feel positive about the values of the organization<br>15. Organization is concerned about the poor<br>16. Organization cares about all its employees<br>17. Organization has a conscience<br>18. Feel connected with the organization's goal<br>19. Organization is concerned about health of employees<br>20. Feel connected with the mission of the organization<br>21. Organization cares about whether my spirit is energized | |