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## ORIGINAL RESEARCH ARTICLE

### Impact of Inclusive Leadership on Team Voice and Innovation: The Role of Performance Pressure in Iraq Refineries

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#### ABSTRACT

The purpose of this study is to investigate the impact of inclusive leadership on team voice and innovation. Thus the role of performance pressure in project teams in Iraq refineries has been analyzed. The present study is applied research in terms of purpose and a descriptive-correlation study in terms of nature and method. The statistical population is the staff of project teams in Iraq refineries with 250 people. The statistical sample size is 148 people that were chosen based on Morgan's table and the questionnaires were distributed among them non-randomly based on their availability. The research instruments were standard questionnaires. To test the validity and the reliability of the questionnaire we used to face, divergent and convergent validity, and Cronbach's alpha and combined reliability. Data analysis was done by structural equation modeling using SPSS and PLS3 software. Results of the study showed that team innovation is influenced by team voice, performance pressure, and inclusive leadership. The framework of the present study is a guide for senior management of the petrochemical industry in Iraq to design strategic plans that can expand innovation and coordination in companies. A direct relationship between inclusive leadership and team voice was found. Also, the indirect effect of team voice on team innovation as well as its correlation with performance pressure indicate the importance of inclusive leadership in creating innovation and collaboration in organizations.

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## 1. Introduction

Today, team-oriented structures of organizations require leaders who are not only able to lead and motivate the individuals but are also capable to lead the entire team. To lead a team is challenging. The leader may face challenges such as setting individual goals with a shared mission, managing resources, creating a positive atmosphere of trust and support, and coordinating in information transfer and completing the tasks (Braun, et al, 2013). Leadership is one of the most important issues in organizational behavior because of the role it plays in individual and group effectiveness. The subject of leadership has fascinated people throughout the ages and has been defined in many ways. However, almost all of these definitions see leadership as a process of influence (Garcia, et al. 2012). The basis of planning and movement of leaders in the organization is based on their strategic knowledge. A strategy is an approach that allocates an organization's resources to its opportunities and creates a competitive advantage for the organization. Leaders will always use the three elements of resources, opportunities, and competitive advantages. The resources in the organization have many subsets including financial resources, human resources, and so on (Dombrowski, 2013). Team voice has two inherent characteristics: discretionary (Van Dyne, Cummings, & Parks, 1995) and potentially risky (Detert & Burris, 2007). Therefore, there are two core beliefs underlying the decision of whether to engage in voice behavior (Detert & Trevino, 2010; Edmondson, 2003). One is safe, whether one believes that his voice behavior will not be punished; the other one is efficacy, whether one believes that his voice will be valued (Detert & Burris, 2007; Morrison, 2011). As modern organizations thrive on the ideas and suggestions of their employees and the team has become a fundamental work unit, team voice represents an important organizational phenomenon that has garnered emerging research attention in recent years (Zheng et al, 2022). In this regard, by emphasizing

openness, accessibility, and availability in their interactions with followers, inclusive leadership is likely to affect both of these core beliefs in a manner that would facilitate a high level of team voice. First, inclusive leaders who are open to their subordinates' ideas and suggestions and encourage them to express their opinions are likely to develop a safe environment. Thus, they ensure team members that negative consequences such as punishment or blame will not result from their challenging behavior (Detert & Burris, 2007; Edmondson, 2003). Consequently, it can reduce team members' concern for contingent expenses and the risk of their voice behavior and they would give their opinions and ideas freely in return (Edmondson, 2007). Thus when inclusive leaders are available to team members, uncertainty and anxiety in team members are minimized. This will allow them to share information openly and express their true thoughts and ideas more easily (Walombua, et al, 2012).

Therefore, it should be noted that the general objective of this study is to investigate the impact of inclusive leadership on team voice and innovation by analyzing the role of performance pressure among refinery project team members in Iraq. The study addresses these issues through expert views using questionnaires. In terms of the importance this research, in a complex and rapidly changing business environment, team innovation is increasingly important for the survival and success of organizations. Although the relevant literature highlights the importance of leadership in team innovation, the existing studies have focused mainly on transformational leadership and have yielded inconsistent results. To address this void, this study integrates the goal-setting theory into the input-process-output framework and proposes a moderated mediation model to examine the relationship between inclusive leadership and team innovation in terms of necessity of this research, as most previous studies haven't investigated the use of rational management and team wisdom, this gap in the literature was addressed in this study in the context of

Iraq's petrochemical refineries. It can be considered innovative research. Our research contributes to the inclusive leadership literature in two ways. First, the rule of synergy can be effective in team creativity and innovation and thus affect the performance of companies. Second, project teams can influence performance pressure, which depends on the team voice stemming from the empathy of the project teams. The importance of the role of inclusive leadership in this study is undeniable.

## 2. Literature Review

### 2.1. Inclusive leadership

The concept of inclusive leadership was first introduced in 2006 as “words and deeds by a leader or leaders that indicate an invitation and appreciation for others’ contributions” and then further developed into “leaders who exhibit visibility, accessibility, and availability in their interactions with followers” (Korkmaz et al, 2022). More recently, Randel and colleagues conceptualized inclusive leadership as leadership with a focus on supporting employees as group members by ensuring justice and equity and providing shared decision-making opportunities, while encouraging diverse contributions (Randel et al., 2018). Inclusive leadership ensures that all the team members feel recognized and appreciated for their uniqueness and differences. This reduces the pressure to maintain the community and thus increases the rate of production, promotion, and realization of new ideas by team members (Carmeli, Reiter-Palmon & Ziv, 2010).

Inclusive leadership is somewhat comparable to the participative leadership style, yet it is different because it conceptually lays a broader focus on work contexts with inherent power distance and status differences. Inclusive leadership is similar to one of the key dimensions that make up charismatic leadership i.e. the relational dimension. Inclusive leadership's core skills are based

on the relationship and support between the leaders and subordinates (Zhao et al, 2020).

### 2.2. Team voice

Team voice refers to the extent to which team members as a whole share their concerns, ideas, opinions, and suggestions about work-related issues (Zheng et al, 2022). Team voice is a complex process that involves at least two different stages, the conceptualization of ideas including the creative production of ideas, and the implementation of ideas that describe the realization of creative ideas in practice (Hülshager, Anderson & Salgado, 2009).

Team voice would have a beneficial impact on team innovation with regard to these two stages. First, team voice may lead to the increased generation of new ideas through the promotion of knowledge and information sharing, and integration. Specifically, as an important team process that allows the distinct knowledge and insights of team members to be shared and different perspectives and ideas to be thoroughly discussed in teams, team voice can play a pivotal role in stimulating innovation in teams. Moreover, some scholars have argued that innovation usually begins with the response to perceived problems, insufficiencies, or suboptimal processes. In other words, team innovation is an unconventional act that requires rejecting or modifying previously accepted ideas, thinking “outside the box” and extending beyond routines and common assumptions.

Concerning this, by proactively challenging the status quo, questioning the long-held assumptions, and calling for modifications in “the way things are”, team voice may constitute an important force for team innovation. Second, with regard to the implementation and realization of new ideas, critical discussion, elaboration, and

experimentation are necessary (Ye et al, 2019).

### **2.3. Team innovation**

In response to complex business challenges, firms are extensively adopting work teams embedded in a multilevel system focused on knowledge task-relevant processes dealing with the individual, team, and organizational level aspects (Patricio et al, 2022). Innovation is assumed to be particularly successful in teams. Team innovation refers to the emergence, import, or imposition of new ideas, which are pursued toward implementation by a group, through interpersonal discussions and successive adaptations of the original proposal over time (reference?). Team innovativeness is dependent on various team-level factors, such as knowledge integration and team climate. Although innovativeness requires teams to apply both, exploration and exploitation behaviors, teams are likely to focus on either exploration or exploitation, depending on, for example, their emotional states and team members' experiences (Hubner et al, 2022). Team innovation is defined as the production and implementation of new ideas, procedures or new processes in the team that are beneficial to the team (West, 1990). It is a complex process that does not happen simply but requires the commitment of key and strategic resources (Martins & Terblanche, 2003) as well as the independence of generating ideas and creative problem solving (Zhou, 1990). Therefore, the level of support and encouragement of the leader from team members to take the initiative and discover innovative solutions is likely to affect the actual level of innovation of the team (Jiang & Chen, 2018).

### **2.4. Performance pressure**

Performance pressure refers to “a belief that current performance is inadequate for

achieving the desired goal, and a negative affective response linked to the attitude and associated belief” (Kundi & Sardar, 2022). Performance pressure reflects a mindset or belief that current performance is insufficient to achieve the desired goal and is likely to affect the evaluation and response of team members to inclusive leadership (Oreg & Berson, 2011). Performance pressure is different from other types of work stressors, such as pressures to speed up the completion of tasks or due to heavy workloads (Mitchell et al., 2019). More specifically, performance pressure can be defined as creating the urgency for employees to achieve high-performance levels to attain desirable consequences and avoid negative consequences (Mitchell et al., 2018). Inclusive leaders understand their roles in terms of support and assistance as opposed to command and control and provide team members with the required resources such as freedom, independence, and authority. Hence inclusive leaders can significantly improve team innovation. Moreover, inclusive leaders are crucial to building an innovative team because they can develop and benefit the team by showing concern about the interests, expectations, and feelings of the team members and by addressing the needs of team members to achieve intrinsic motivation. At the same time, as a kind of relationship-focused leadership, inclusive leadership is effective for building strong emotional bonds and interpersonal relationships with team members by practicing supportive socio-emotional behaviors. These emotional attachments and high-quality exchange relationships may be other driving forces behind the initiative in teams (Hollander, 2009). In addition, one of the defining characteristics of inclusive leadership is openness. Inclusive leaders recognize individual differences among team members and respect them. They encourage

their team members to speak up and express their opinions and concerns, they listen genuinely and encourage the team members to try different ways without concern of being criticized or punished. In comparison with other leadership styles, inclusive leadership behaviors send a clear signal that innovation is welcomed and appreciated (Hollander, 2009). Therefore, inclusive leadership may be a more substantive and promising leadership that is directly and consistently conducive to team innovation. Accordingly, the team members are more inclined to come up with creative ideas and innovative activities. Moreover, since team innovation is not individual action but a team achievement, it depends not only on the motivation and skills of the team members but also on whether the team supports an innovation-supporting atmosphere (Mumford, Scott, Gaddis & Strange, 2002). By modeling the norm of openness, inclusive leadership forms and maintains a favorable work environment and culture in teams that are characterized by openness to different perspectives, challenges, tolerance of diversity, and uncertainty. This is important for stimulating team members to generate creative solutions and consequently can lead the teams to innovative performance. Team voice has two inherent characteristics: Discretionary (Van Dyne, Cummings, & Parks, 1995) and potentially risky (Detert & Burris, 2007). Therefore, there are two core beliefs underlying the decision of whether to engage in voice behavior (Detert & Trevino, 2010; Edmondson, 2003). One is safe, whether one believes that one's voice behavior will not be punished; the other is efficacy, whether one believes that one's voice will be valued (Detert & Burris, 2007; Morrison, 2011). In this regard, by emphasizing openness, accessibility, and availability in their interactions with followers, inclusive leadership is likely to

affect both of these core beliefs in a manner that would facilitate a high level of team voice. First, inclusive leaders who are open to their subordinates' ideas and suggestions and encourage them to express their opinions are likely to develop a safe environment that can ensure team members that negative consequences such as punishment or blame will not result from their challenging behavior (Detert & Burris, 2007; Edmondson, 2003); thus, it can alleviate team members' concerns of the potential costs and risks of voice behavior and make them feel free to offer their opinions and ideas (Detert & Burris, 2007; Edmondson, 2003). Similarly, when inclusive leaders are available and accessible to team members, the uncertainty and anxiety of team members are minimized (Hollander, 2009), thus allowing them to shed their disguises, share information openly, and express their true thoughts and opinions more comfortably (Walumbwa et al., 2012). More importantly, by modeling the norm of openness, inclusive leaders may spread this norm throughout the whole team due to a leader's modeling effects; thus, team members are not only more likely to voice themselves but are also more likely to allow other team members to express their ideas and opinions (Cropanzano & Walumbwa, 2010). Based on the above discussion we expect a positive relationship between inclusive leadership and team voice. Furthermore, we ratiocinate team voice would have a beneficial impact on team innovation with regard to these two stages. First, team voice may lead to the creation of a new generation of ideas through knowledge enhancement, information sharing, and integration. Specifically, as an important team process that allows the distinct knowledge and insights of team members to be shared and different perspectives and ideas to be thoroughly discussed in teams (LePine & Van Dyne,

1998; Walumbwa et al., 2012), team voice can play a pivotal role in stimulating innovation in teams. Moreover, some scholars have argued that innovation usually begins with the response to perceived problems, insufficiencies, or suboptimal processes (Zhou & George, 2003). In other words, team innovation is an unconventional act that requires rejecting or modifying previously accepted ideas, thinking “outside the box” and extending beyond routines and common assumptions (Eisenbeiss et al., 2008; Zhou & George, 2003).

According to the goal-setting theory, team goals will regulate team members' behaviors by affecting what they focus on and what they appreciate (Locke & Latham, 1990). In particular, performance pressure as an uncertainty-related factor frequently induces anxiety and brings uncertainty (Eisenberger & Aselage, 2009). Inclusive leadership that endorses safety and security by emphasizing openness, accessibility, and availability to followers is likely to be a particularly important means of enabling team members to effectively counter and cope with these negative effects and psychological stress resulting from high-performance pressure (Carmeli et al., 2010; Hollander, 2009). Therefore, the psychological stresses associated with the need to meet high-performance goals are likely to render team members more sensitive to leaders' behaviors (Pierro, Cicero, Bonaiuto, van Knippenberg, & Kruglanski, 2005) and will make the treatment that team members receive from their inclusive leaders more salient. In other words, to alleviate the negative experience of performance pressure and to enhance performance, team members would likely rely more on inclusive leadership and more favorably appraise inclusive leadership. Consequently, team members will be more appreciative and responsive to inclusive leadership and thus will more likely follow

inclusive leadership's natural invitation for input and be more involved in voice behavior. Hence, it appears likely that high-performance pressure may function as an important context that will amplify the positive effects of inclusive leadership on team voice. Consistent with this view, some researchers have highlighted the importance of leadership in times of pressure and concluded that “followers look up to their leaders as a source of certainty and may thus be more attentive to their guidance and actions” (Oreg & Berson, 2011, p. 632). Empirically, some studies have provided evidence that a desire to reduce uncertainty may lead team members to be more susceptible to the influence of their leader and thus improve the effectiveness of leadership (Pierro et al., 2005). In addition, according to the goal-setting theory, meeting high-performance criteria may activate a state of alertness and peppiness (Eisenberger & Aselage, 2009; Gardner, 2012; Locke & Latham, 1990) and enhance the team's responsibility and accountability for delivering high-quality outcomes (Gardner, 2012; Zhang et al., 2016). In contrast, if performance pressure is low, inclusive leadership is less likely to lead with the development of team voice. Because low-performance pressure is characterized by certainty, predictable, and routine situations, and is associated with low levels of anxiety (Gardner, 2012), team members may not have to rely on their leader's support to achieve their performance goals. In other words, because team members are less likely to perceive situations as threatening or demanding when performance pressure is low, they might be less sensitive to the positive effect of inclusive leadership. In such situations, although inclusive leadership encourages team members to voice, team members will be less responsive to this expectation. Inclusive leadership is less

likely to be favorably evaluated by team members under low-performance pressure than under high pressure. Consequently, the beneficial treatment of inclusive leadership is less prominent under low-performance pressure and will have a “discount” effect on team voice behaviors. In summary, these arguments suggest that performance pressure operates as a boundary condition for the hypothesized relationship between inclusive leadership and team voice. Accordingly based on the discussion above the conceptual model of this research is presented in figure 1.

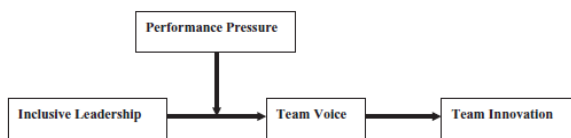


Figure 1. Conceptual model of the study

The research hypotheses are as follows:

**H1:** Inclusive leadership has a significant effect on team voice in project teams in Iraq refineries.

**H2:** Team voice has a significant effect on team innovation in project teams in Iraq refineries.

**H3:** Performance pressure moderates the effects of inclusive leadership on team voice in project teams in Iraq refineries.

Al-Husseini and Elbeltagi (reference?) in a research titled “Transformational leadership and innovation”; in a comparative study between state organizations and private high schools in Iraq concluded that transformational leadership has a fundamental role in the process and product innovation in state organizations and private high schools in Iraq. Masi (2019) in a study titled “transformational leadership and its role on empowerment, productivity, and commitment to the quality of the organization found out that transformational leaders can affect employees' empowerment and productivity and as a result of this

empowerment we will see an increase in quality at different organizational levels. Transformational leaders, by adapting this style, empower followers, motivate them to perform beyond their expectations, and encourage them to pursue collective goals.

Transformational leaders use optimism, intelligence, and many of their personal abilities to promote others and elevate individuals and organizations to greater commitment and performance. (Tse & Chiu 2015) in a research study titled “Transformational leadership and performance” investigated the effect of transformational leadership on job performance based on the social identity perspective. The research, using social identity theory, provided a model to describe the fundamental process through which transformational leadership affects creative behavior and organizational citizenship behaviors. Results of the study showed that transformational leadership behaviors, individual-focused and group-focused, have exercised distinct effects on individual differentiation and group identity.

Furthermore, individual differentiation mediates the relationship between individual-centered transformational leadership and creative behavior. While group identity mediates the relationships between transformational leadership focused on the group and organizational citizenship behaviors related to individuals and groups. This study also depicts two other elements of leadership (e.g. identifying and articulating perspectives and fostering acceptance of group goals) as group-focused leadership that aims to influence the group as a whole.

### 3. Methodology

The present study is applied research in terms of purpose and a descriptive-correlation study in terms of data collection. In order to collect data, two methods of library and field have been used. The

statistical population of the study is all the staff of project teams in Iraq refineries including sixteen companies in Baqdad city including a total of 250 people. In this research, 148 senior managers (CEOs, general managers, and assistant directors) of subsidiaries were selected non-randomly through Krejcie and Morgan table as the sample. In total, 148 questionnaires were distributed among the companies' CEOs, general managers, and assistant directors through emails and Google's online forms.

### 3.1. Measurement and scales

A five-point Likert scale was used for all study measures, with 1 representing strongly disagree and 5 representing strongly agree. All measures used were adapted from the existing literature and had already been found with good levels of reliability and validity.

**Inclusive leadership:** Inclusive leadership was measured using the nine-item developed by Carmeli et al., (2010). A sample item is "The manager is open to hearing new ideas."

**Team voice:** Team voice was measured using the six-item developed by Walumbwa et al. (2012). A sample item is "Employees in my team speak up and encourage others to get involved in issues that affect this team."

**Team innovation:** Team innovation was measured using the nine-item developed by (Janssen, 2001). A sample item is "My team searches out new working methods, techniques, or instruments."

**Performance pressure:** Performance pressure was measured using the three-item developed by Gardner (2012). A sample item is "Client's satisfaction with our current work performance determines the possibilities of our future cooperation."

### 3.2. Data analysis

We first applied SPSS Statistics to conduct exploratory factor analysis and generate descriptive statistics. In addition, we used PLS 3 to perform confirmatory factor analysis. Then, we used hierarchical regression analysis to test our hypotheses, in order to test the moderated-mediation effect

and confirm the findings from the regression analyses.

## 4. Findings

14.2% of the of respondents were under 25 years old, 19.6% were between 25-35 years old, 39.9% were between 35-45 years old and 26.4% were over 45 years old. 66.2% of the respondents were male and 33.8% were female. 18.2% of the respondents have studied accounting, 26.4% management (different orientation), 27% economics and 27.4 % have studied in other fields. 19.9 % of the respondents had less than 10 years of work experience, 21.6% had between 10 to 15 years, and 29.7% between 15 to 20 years, 21.6% between 20 to 25 years and 8.1% had more than 25 years of work experience. In order to evaluate the validity of structure, convergent and divergent, validity methods have been used. Then reliability was confirmed using Cronbach's alpha and composite reliability.

Table 1 displays the results of convergent validity, Cronbach's alpha and confirmed composite reliability. All values of the mean variance extracted are greater than 0.5 and have good convergent validity. All Cronbach's alpha values and composite reliability are above 0.7 and in a good range of reliability.

Convergent validity has been evaluated based on Fornell and Larker methods and the results have been shown in table 2. The values on the principal diameter of the matrix (the mean root of the extracted variance) are greater than all the values of the correlation between the variables.



**Table 1.** Convergent validity values, Cronbach’s alpha and composite reliability

Variable	Item	Factor load	Convergent validity	Cronbach’s alpha	Composite reliability
Inclusive leadership	Q1	0.614	0.54	0.846	0.878
	Q2	0.758			
	Q3	0.782			
	Q4	0.544			
	Q5	0.792			
	Q6	0.723			
	Q7	0.774			
	Q8	0.848			
	Q9	0.733			
Team voice	Q10	0.78	0.576	0.853	0.89
	Q11	0.699			
	Q12	0.737			
	Q13	0.818			
	Q14	0.78			
	Q15	0.734			
Team innovation	Q16	0.671	0.617	0.921	0.935
	Q17	0.784			
	Q18	0.66			
	Q19	0.72			
	Q20	0.817			
	Q21	0.879			
	Q22	0.855			
	Q23	0.836			
	Q24	0.817			
Performance Pressure	Q25	0.97	0.967	0.983	0.989
	Q26	0.988			
	Q27	0.992			

**Table 2.** Convergent validity (Diagnostic)

	Inclusive leadership	Performance Pressure	Team innovation	Team consonance
Inclusive leadership	0.734			
Performance Pressure	0.725	0.983		
Team innovation	0.703	0.701	0.786	
Team voice	0.723	0.729	0.743	0.759

After testing the external model and in other words confirming the validity and reliability (measurement models), the internal model or the structural model of the research was evaluated. In PLS software, the determination coefficient and subscription index was used to evaluate the internal model or structural model. Table 3 shows these values. As all values of the subscription index are positive, the quality of the structural model is evaluated as good. The coefficient determination value  $R^2$  for the endogenous variables of the research is also estimated as strong. The GOF criterion was used to evaluate the fit of the overall model. For GOF, three values of 0.01, 0.25 and 0.36 are considered as weak, medium and strong.

According to equation 1, the GOF index was calculated manually. Coefficient determination mean, 0.727 and common values mean were obtained 0.519.

**Equation 1:**

$$GOF = \sqrt{\text{Communality} \times \overline{R^2}}$$

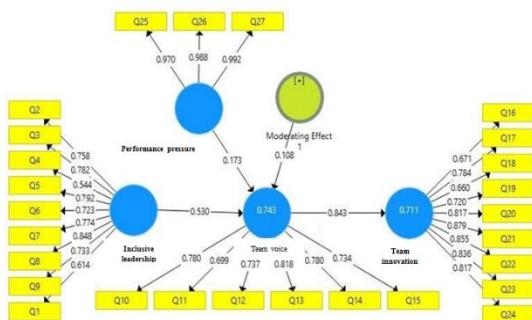
$$GOF = \sqrt{0.519 \times 0.727} = 0.614$$

The GOF value is in the strong range therefore the model has a good overall fit.

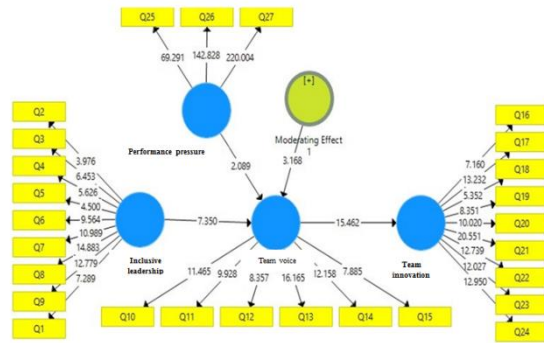
**Table 3.** Communality values and coefficient of determination

Variable	Communality index	Determination coefficient
Inclusive leadership	0.314	----
Performance pressure	0.861	----
Team innovation	0.507	0.711
Team voice	0.395	0.743

After ensuring the fit of the measurement model and the structural model of the research variables, the research hypotheses were tested. By using path coefficients and t-statistics we can examine the relationships between variables (test hypotheses). Inclusive leadership shows a positive and significant effect on team voice with a t-value of 7.35 (confirmation of Hypothesis 1). The path coefficient value is 0.53 which means that if the inclusive leadership of a unit increases, the team voice increases by 0.53. Also team voice has a positive and significant effect on team innovation with a t-statistics value of 15.462 (confirmation of Hypothesis 2). The path coefficient value of 0.84 was obtained. Inclusive leadership shows a positive and significant effect on team voice with the mediator role of performance pressure with the mediator role of performance pressure with a t-statistics value of 3.16. The path coefficient value in this hypothesis was 0.10.



**Figure 2.** Structural path coefficients



**Figure 3.** Significance of path coefficients

**Table 4.** Results of confirmation and rejection of hypotheses

Hypotheses	t	Path coefficient	Confidence level	Results
Inclusive leadership and team consonance	7.35	0.53	95%	confirmed
Team voice and team innovation	15.462	0.843	95%	confirmed
Inclusive leadership and team voice with performance pressure as an equalizer	3.168	0.108	95%	confirmed

After realizing that the mediator variable can moderate the relationship between two endogenous and exogenous variables, it was time to examine the intensity of this effect. Using the effect size equation of Cohen (1988) and Hensler and Fassott (2010), equation 2 was introduced to determine the intensity of the moderating effect. The value of determination coefficient was obtained once without the intervention of the moderator variable and once with the moderator variable.

**Equation 2:**

$$f^2 = \frac{R^2_{model\ with\ moderator} - R^2_{model\ without\ moderator}}{1 - R^2_{model\ with\ moderator}}$$

**Table 5.** The intensity effect of the moderator variable

Hypothesis	$R^2_{model\ with\ moderator}$	$R^2_{model\ without\ moderator}$	f2	Intensity effect
The mediator effect of performance pressure in hypothesis 3	0.743	0.714	0.112	close to average

Based on the values obtained above and also in comparison with the reference values, it can be concluded that the intensity of the effect of the moderator variable for Hypothesis 3 is close to the average value.

## 5. Discussion

### 5.1 conclusion

**The first hypothesis:** Inclusive leadership has a significant effect on team voice in project teams in Iraq refineries. The value of t-statistics was reported 7.35 and as it is greater than 1.96, it can be said that Inclusive leadership had a significant effect on team voice at 95% confidence level. Therefore, the first hypothesis is confirmed. This means that in an organization that inclusive leadership is high, employee consonance is also high. In other words, the researcher’s hypothesis that, there is a relationship between inclusive leadership and team voice in project teams in Iraq refineries is confirmed. Given that, the results of this study are consistent with previous research findings, it can be said that it has a strong theoretical support and its hypotheses are based on reliable theoretical assumptions. And as it can be seen from the results of the research, inclusive leadership can greatly help team voice in Iraq refineries’ project teams. The result of this hypothesis was similar to the research of Ye et al (2019), Carmeli et al (2010), Rastegar & Fotovat (2020), and Beikzad (2021).

**The second hypothesis:** Team voice has a significant effect on team innovation in project teams in Iraq refineries. The value of t-statistics was 15.462 and as it is greater than 1.96. It can be said that team voice had a significant effect on team innovation at 95% confidence level.

Therefore, the second hypothesis is confirmed. This means, in an organization that team voice is high, team innovation is also high. The researcher’s hypothesis that there is a relationship between team voice and team innovation in project teams in Iraq refineries is confirmed. Given that, the results of this study are consistent with previous research findings, it can be said that it has a strong theoretical support and its hypotheses are based on reliable theoretical assumptions. As it can be seen from the results of the research, team voice can greatly help team innovation in Iraq refineries’ project teams. The result of this hypothesis was similar to the research of Ye et al (2019), and Carmeli et al (2010).

**The third hypothesis:** Performance pressure moderates the effects of inclusive leadership on team voice in project teams in Iraq refineries. The value of t-statistics was 3.168 and as it is greater than 1.96, it can be said that effect of the variable, inclusive leadership, on team voice with the moderator role of performance pressure at 95% confidence level is significant. Therefore, the third hypothesis is confirmed. This means that in an organization that the performance pressure of the inclusive leadership is high; the team voice is also high. In other words, the researcher’s hypothesis that, there is a relationship between performance pressure of the inclusive leadership and team voice in project teams in Iraq refineries is confirmed. Given that the results of this study are consistent with previous research findings, it can be said that it has a strong theoretical support and its hypotheses are based on reliable theoretical foundations. As it can be seen from the results of the research, performance pressure of the inclusive leadership can play a significant role in increasing team voice. The result of this

hypothesis was similar to the research of Ye et al (2019), and Carmeli et al (2010).

## 5.2 Discussion

Today's world is transforming at an astonishing speed; continuous changes and environmental dynamics have been so rapid that has made the leadership of organizations more complex than ever. At this time, continuity and survival of any system depends on the existence of a strong bonds between its constituent elements. The role of motivated and satisfied manpower as one of the elements of the organization and its most important asset in these transformations and the continuity of the system is undeniable. Since equity is one of the most important factors for the survival and sustainability of the organization's development and maintaining health and progress in the long run also increases commitment, innovation, positive attitude, and belongingness. It also reduces entry and exit delays, absenteeism and relocation. Nowadays, organizational leadership, like other important variables in organizational behavior including job satisfaction and organizational commitment has found a special place in management texts. Also, since leadership quality influences the efficiency, performance and optimality of an organization, organizational processes such as commitment, satisfaction and organizational performance, are important. Today's organizations are in fact a miniature of society and the realization of inclusive and effective leadership in them is the realization of synergy at the community level. Managers in today's organizations cannot be indifferent to this issue because leadership in the organization has injected new attitudes into the organizational realm. On the other hand, according to Greenleaf (1977), organizations do not serve communities as they should. Therefore, Greenleaf stated his goal of his theory, inclusive leadership and encouraging leaders to serve. His theory of leadership is based on service theory. This is while traditional theories of leadership are based on theory of agency (Horsman, 2001). Greenleaf has made the creation of a service society his

ultimate goal and endeavor, where everyone can enjoy the benefits of such a society. According to him, the only way to achieve this community is to have effective leaders with an inclusive view of the totality of organizations in the community. In fact, he envisions a society in which serving others is always the first priority. Hence, his leadership model does not describe the members of the organization as people who are less capable than their managers. It also gives employees the same values as managers of organizations. The members of the organization all have the same status and are actively involved in management and organizational decisions. He believes that the leadership of the organization is based on the philosophy of service and inclusive leaders are leaders who their first priority is serving their followers, meeting their needs, and developing them. Inclusive leaders prefer empowerment, mutual trust, and a spirit of cooperation, ethical use of power and the value of serving followers, to everything else in the organization (Greenleaf, 1977). For organizational effectiveness it is important for the leaders to always support and assist their followers and employees in achieving their potential capacities. It is exactly what leaders do by respecting the dignity of individuals, building mutual trust and influencing their followers. Understanding equity in the organization is the basic principle for the effective functioning of organizations and individual satisfaction. Without creating a situation for understanding this factor in organizations, it is difficult for managers to motivate and guide people. Today, much attention has been paid to equity as an important structure and field of research in organizational behavior. Team innovation refers to the collaborative and organized behavior of the organization's employees. Collaborative and consonant behavior is that employees share and invest their time and capabilities in the organization. Therefore, as the correlation coefficients between variables show, all hypotheses were confirmed, which indicates the alignment of the hypotheses with the literature and research background. Team voice affects team innovation with a specific

coefficient; performance pressure tendency of inclusive leadership affects team innovation with a specific coefficient, also inclusive leadership affects team innovation. Therefore, the findings of this study show that inclusive leadership has unique values in promoting team innovation. Thus, it should be noted that team voice has the greatest effect on team innovation in Iraq refineries' project teams.

### 5.3. Implications

Based on the results of the present research and considering the impact of inclusive leadership dimensions on team innovation to achieve the organization's goals, suggestions are presented as follows.

With the confirmation of the first hypothesis it is suggested that managers pay more attention to the issue of innovation and consider that individuals derive dynamics from supporting and valuing innovation and being innovative. They should also be aware that procedural team innovation increases the motivation for hard work in employees and improves the working motivation in individuals.

With the confirmation of the second hypothesis it is suggested that inclusive leaders should strive to benefit from their knowledge and skills and provide mental models and strong reasoning, to lead the organization and the subordinates. It also creates a sense of respect and empowerment in employees by receiving feedback from them and considering their feedback in final decisions and helps to develop the organization's vision. Inclusive leaders need to create a sense of social responsibility in managers at different levels and employees, to improve and excel the community in which they work and live, by focusing on long-term strategies rather than short-term benefits.

With the confirmation of the third hypothesis it is suggested that managers should first and foremost be able to understand their employees, and empathize with them in their personal and work issues. They must show their subordinates that they are always concerned with meeting their needs in the best way. It can foster a spirit of

service in employees so that they, in return, can serve customers and the larger community. One of the ways that managers can pay attention to employees is by listening. Listening is a skill that can be developed, and is described as an essential skill for people who want to be leaders. Many of inclusive leadership characteristics develop through listening.

### 5.4. Limitations and recommendations for future research

Despite the theoretical and practical implications, this study is subjected to a number of limitations that need to be addressed in future studies.

First, the sample size was small as the number of project teams was small, which could have affected the result. Therefore, it is suggested to consider larger number of project teams and sample size in future research.

Second, the inherent limitations of the questionnaires can be mentioned, which can lead to biases, so it is suggested to use qualitative interviews or laboratory research in future studies to investigate inclusive leadership, performance pressure, team voice and team innovation.

Third, given the obvious multidimensionality of team process (Lyubovnikova et al., 2017), the selection of a specific team process variable (team voice) does not fully capture the potential complexity of the relationship between leadership, team processes, and team outcomes. In order to depict a more complete picture of how inclusive leadership influences team innovation, other team processes such as knowledge sharing could be worth exploring. Furthermore, another interesting stream for future studies is to investigate how different team processes complement or contradict one another in transferring the effectiveness of inclusive leadership.

Fourth, although we proposed and confirmed the moderating role of performance pressure in the relationship between inclusive leadership and team voice, it is possible that other contextual variables affect the influence of inclusive leadership

on team voice. For instance, other working contexts, such as organizational climate for voice, and other workplace pressures, such as interpersonal pressure, may also regulate the link between inclusive leadership and team voice.

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