

## **Fostering Innovative Work Behaviour through Inclusive leadership: A study of the Healthcare sector of KPK**

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### **Abstract**

Innovations can help organizations to stay competitive in a constantly changing business context. One way that could help an organization is through the Innovative Work Behaviour (IWB) of its employees. IWB could be fostered through different means and structures. One important source is the help and support of a leader and Inclusive Leadership (IL) is one such supportive factor. In this vein, the role of IL in fostering IWB is of importance.

The study adopts Leader Member Exchange (LMX) theory of leadership and attempts to investigate the role of IL in fostering IWB among healthcare employees in public sector hospitals of Khyber Pakhtunkhwa (PKP) province. A previously validated scale was adopted for data collection. The self-administered survey resulted in 223 useful questionnaires which were analysed through SMART-PLS 4 software.

The outcomes of data analysis revealed that IL did play its role to foster IWB among the respondents. The study has important theoretical and practical contributions. It aids to the body of literature in the area of IL and IWB. The shortcomings and possible future research avenues are discussed towards the end.

**Key Word:** LMX theory, PLS-SEM, Innovative Work Behaviour, Inclusive Leadership

### **Introduction**

Organizations need to be innovative facing a constantly changing business environment and changing customer demands (Hu et al., 2017). Prior research depicts that employees can have a substantial contribution towards organizational innovations by utilising their knowledge skills and competencies (Lee, 2017). Employees could exhibit IWB by utilising their abilities in creation, execution, and promotion of novel ideas (Mahmood, 2019; Naqshbandi et al., 2019; Theorem et al., 2018).

Empirical research has demonstrated that many factors could serve as antecedents of IWB among various organizational and geographical contexts (Shah, Shah, El-Gohary, 2022). Leadership could also boost IWB by providing them a supportive work environment (Choi 2015; Weintraub, 2019). As a support, Leader Member Exchange (LMX) theory implies that the quality of the dyads formed between leader and their employees could result in various positive outcomes (Breevaart, 2015). According to this theory, leaders engage their followers and invite their ideas and suggestions, which is the defining feature of IL (Nishii & Mayer, 2009).

Inclusive leaders create a psychological state of being considered in decision making and a sense of safe and encouraging work environment (Nemhard & Edmondson, 2006), which encourage and motivate employees. The control mechanism is characterized by recognition, mutual respect, and responsiveness. Inclusive leaders create work teams for managing change and dealing with crisis and workplace issues (Cottrell et al., 2014). In this sense, IL is in line with LMX theory which stresses the importance of leadership in fostering IWB. When employees are independent in making their work-

related decisions, they are likely to search for innovative ways to solve their routine problems and hence, could exhibit IWB (Agarwal, Datta & Bhargava, 2012).

Empirical evidence indicate that IL research is in infancy stage and only fewer studies have focused on exploring its link with IWB (Jia, 2018; Naqshbandi, 2019). Additionally, in most of the studies, IL has been considered as unidimensional construct (Zhang & Tzu, 2011). Furthermore, most of the research on IWB has been carried out in manufacturing and technology-based organizations and service sectors like healthcare have not been given consideration despite knowing its importance (Weintraub & McKee, 2019).

This study is undertaken in an attempt to fill the gaps in the literature identified above. First, it examines the role of IL as facilitator of IWB (Javed, 2019; Randel et al., 2018). Secondly, this study will examine IL as a multidimensional construct which will help to understand it in more depth and scrupulously examine its relation with IWB. Finally, the study is carried out in healthcare sector where there is dearth of research on the facilitators of IWB. Third, the study is carried out in Khyber Pakhtunkhwa (KPK) province of Pakistan, where such studies have not been found in prior research.

In short, the objective of this paper is to examine IL as predictor of IWB among employees of healthcare sector of KPK. This will contribute to the existing literature surrounding the notion of IL and its role in inducing positive job outcomes. The study will help practitioner to understand how IL could help them motivate their employee to exhibit IWB and perform in an efficient way. The next section will discuss the literature followed by the methodology, data analysis, results and findings of the current study.

## **Literature Review**

### **Inclusive Leadership**

In leadership literature, Inclusive leaders are the ones who create an environment in which people communicate opinions that are often in conflict with their own (Carmeli et al., 2010). They are open, approachable, and receptive to employees' new ideas. Further, inclusive leaders exhibit qualities such as openness, availability, and accessibility (Carmeli et al., 2010). Actually, inclusive leaders often work to include the many points of view of their employees while making individual as well as group decisions (Shore, Cleveland, & Sanchez, 2018).

Indicators of IL were suggested by Edmondson et al. (2004). Leaders who are accessible to employees both physically and psychologically may help to create a welcoming workplace that lowers barriers to voice and opinion. By being friendly, open, and accessible, an inclusive leader inspires the workforce (Carmeli et al., 2010). Firstly, the "accessible" role of the inclusive leader makes it possible for employees to access timely information, manage time, and resources that are needed for generating new ideas. Secondly, the "openness" feature of inclusive leader encourages team members to share their original ideas with him/her without worrying about rebuke. Lastly, "availability" of the leader makes it easier to implement the original ideas generated by employees. This theory contends that IWB will increase in organisations with supportive, inclusive leaders (Fang, 2019; Javed, 2018; Mansoor, 2021).

Empirical evidence suggest that Inclusive leaders promote a creative environment that foster IWB (Weintraub, 2019; Choi et al., 2015). According to Edmondson et al. (2004), modelling proper team behaviour includes being open to other people's viewpoints. This can encourage team members to share their thoughts openly and be accessible to one another's opinions. This all-encompassing IL model, as developed by (Carmeli & Reiter, 2010), focuses on the behavioural manifestation of the indication. In this assessment, they contend that a leader's visible presence and excitement for a subject matter contribute to the spread of accessibility and availability standards. Furthermore, a leader's focus on the chance to improve work procedures and achieve common goal communicating the openness norm that encourage group members to be innovative and take risks. The distinction between leader openness and leader availability is made in the deconstruction of leader inclusivity. Open and accessible leaders frequently encourage learning from mistakes, which is eventually linked to improved team performance (Hirak et al., 2012). As crucial pillars of inclusive leadership, the two ideas are frequently intertwined. As a result, transparency and availability are crucial leadership qualities that have an impact on work team and its performance. This view is also associated to a supportive team environment. Teams become more crucial to influencing processes and goals when leaders exhibit the feature of openness and availability while keenly in quest of employee participation in decision making (Carmeli et al., 2010; Burke, 2014; Vandenberg, 1999).

Inclusion also refers to the degree to which workers consider their workplace appreciate hard work and involve each employee in the procedures and decisions according to their skills and capabilities. After an organisation places a major emphasis on developing an inclusive culture, this inclusive method is viable (Javed et al., 2018). According to Wasserman and Feldman (2008), employee of diverse social background can share their opinions and ideas which can increase group's chances of success.

### **Dimensions of IL**

As mentioned in the preceding section, this study approaches IL as a multidimensional construct having three dimensions i.e. Openness (OP), Availability (Ava), and Accessibility (Acc). These three dimensions are discussed in a bit more details here.

**Openness trait focuses** on transparency that an inclusive leader places on this leadership style inspires employee innovation. An inclusive leader encourages transparency in the workplace and cultivates a climate of mutual respect, fairness, and cooperation among the followers. At the same time, these managers support their staff members in situations when no formal employment agreement exists. Transparency in behaviour is a trait of an inclusive leader (Carmeli, 2010).

An inclusive leader is conscious of fresh chances for growth and discusses desired objectives and innovative approaches to achieving them openly (Carmeli, 2010; Nembhard, 2006). As a result, being an open leader also means being open to novel approaches to age-old problems. In global organisations with different team members, open leaders are also more effective (Tröster & van Knippenberg, 2012).

The ability to consider change is a requirement for an inclusive leader, although it is not always necessary. By explaining the importance of exciting new events and assuring employees that they won't be penalised in the event of undesirable consequences, inclusive leaders show their openness (Zhang, 2011; Carmeli & Reiter, 2010; Walumbwa, 2009).

According to Edmondson, Kramer, and Cook (2004), employees who have direct access to IL's accessibility features don't engage in defensive behaviour and have high levels of confidence and self-identity. Accessibility and innovative workplace behaviour are directly correlated. Staff members can easily access the information, free time, and resources required for idea generation thanks to the inclusive leader's "accessible" function. They are therefore highly empowered by IL (Nishii, 2009), which motivates and supports them in successfully generating and putting good ideas into action (De Spiegelaere, 2014). Direct access employees who use the accessibility function of IL exhibit non-defensive behaviour, a high level of confidence, and a strong sense of self. (Edmondson & Kramer 2004). (Carmeli & Reiter, 2010) assert that IL empowers personnel to take part in decision-making and at every level of actions, demonstrating their accessibility to them. They consequently encourage employees to generate novel, innovative ideas.

### **Innovative Work Behaviour (IWB)**

Since an imaginative employee first develops new ideas (creativity), followed by its promotion, and ultimately its implementation (Amabile, 1988 & De Jong 2007), an inventive employee is more creative than the average individual. The IWB is one way to assist a business grow without actually doing anything about it (Anderson, 2004).

IWB can become well-known through small adjustments as well as when a significant change happens that has an impact on the entire industry, according to Axtell et al. (2000). It's crucial to keep in mind that only those who operate in a research and development environment can bring about fundamental change. On the other hand, employees relate to progressive change in almost every aspect of the business. IWB involves seeking out fresh information, bringing new working methods, and adding resources to effectively carry out valuable ideas. IWB occurs as an unusual duty at work, making it an extra-role action that is not required by the job description (Katz & Kahn, 1978).

According to Javed (2016), IWB and adaptive performance have a positive relationship. Employees are essential for adopting innovation and maintaining the long-term success of organisations, according to a prior study (McMahon & H, 2017). Employees discover, propagate, and implement new ideas by not just using their abilities but also by displaying flexible behaviour (Naqshbandi et al. 2019; Theurer 2018). As a result, these processes have an impact on creative job behaviour (Javed et al., 2017).

Innovation is essential for coordinating technology advancements and business strategies in challenging environments (Wan & Williamson, 2015). Employees engage in innovative work behaviour (IWB) when they develop, use, and spread new concepts (Janssen, 2000). An employee

engages in IWB in a challenging work environment. As a result, it can help a business meet new problems in a challenging circumstance (Scott and Bruce, 2000). These studies found that the IWB is highly influenced by factors such as personality, job aspects adescription, individual difference, leadership role, the work environment, and the work group etc., leadership has the most impact on employees' IWB of all of these forecasting techniques.

**The association of IL and IWB.**

IL has to do with leaders showing group engagement that they are ready, open, and accessible(Carmeli et al., 2010). Leaders who are participative create a welcoming climate where the group's opinions are respected (Naqshbandi, 2019; Wang et al., 2019). Employees who participate in decision-making are more likely to put new concepts into practice (Shrestha; 2019 &Weintraub; 2019).

IWB is concerned with both the execution of new ideas as well as the promotion of pragmatic concepts. Javed et al. (2019) claim that by making them actually available to employees in their regular tasks, IL fosters the development, diffusion, and application of novel concepts. In a similar vein, inclusive leaders exhibited concern for and a want to assist their followers' expectations, interests, and feelings (Wang 2017).Rashkin et al. (2017), proved a positive relationship between IL and IWB. They explained that employees' enthusiasm for creative projects was increased by their good working connections with their managers.

Leadership has been found as a crucial component in encouraging employees' IWB and is seen as a crucial agent in encouraging employees' autonomy (Khalili2016). The IL view is especially well suited for fostering an innovative atmosphere because it forms the basis for employees' IWB, claim Weintraub et al. (2019). This article's goal is to analyse the connection between IL, work autonomy, and employees' IWB. In order to achieve its objectives, this study contributes a number of noteworthy items to the body of academic literature. Leaders that are inclusive invite staff members to participate in decision-making in order to create an inclusive culture (Edmondson et al., 2004).Employees with strong leader-follower relationships exhibit more positive attitudes and behaviours, which inspire them to take creative task-related actions. Yeh-Yun (2012).

Hence, this research attempts to investigate the role of IL in fostering IWB among employees of healthcare sector and the following hypotheses are proposed.

- H1. OP has a significant impact on IWB.
- H2. Ava has a significant impact of IWB
- H3. Acc has a significant impact on IWB.

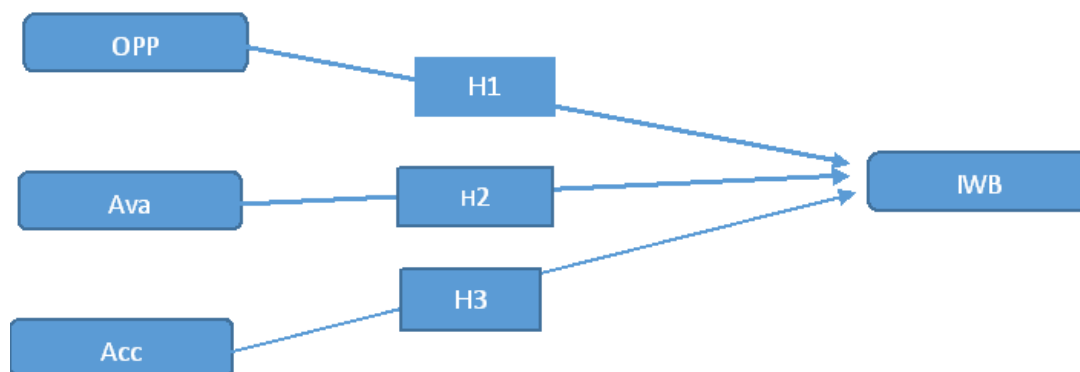


Figure 1: Conceptual framework

**Methodology**  
**Context and Population**  
**Measurements**

The present study utilized established measurement scales to optimize the reliability and validity of the data collected. The study used a five-point Likert scale to evaluate each measure, ranging from "1 = strongly disagree" to "5 = strongly agree."

We employ a nine-item measure established by Carmeli et al. (2010) to assess the IL. My research focuses on IL dimensions. Choi et al. (2017) and Qi et al. (2019) conducted previous studies that used a Likert scale. The example was, "My manager is available to consult on any problem." Furthermore, the scale's dependability is indicated by values of 0.833 for openness, 0.796 for availability, and 0.743 for accessibility.

In this study, the IWB of personnel was evaluated utilizing a ten-item scale derived from (De Jong & Den Hartog, 2010). In the scholarly literature, previous researchers, specifically Agarwal et al. (2012), conducted research on a comparable scale. The sample item states, "I can develop novel ideas for complex matters." Agarwal et al. (2012) determined a Reliability score of 0.892%.

#### **Data collection**

We collect the census data from the private and public sector hospitals foremost all M.B.B.S doctors and nurses at various degrees and institution of Khyber Pakhtunkhwa's in Pakistan. It is possible that the population is of any size, covering practically any topographical region. For an organization to include in the target population, of public sector hospital and discuss to develop the nurse's field. Hospital's staff member is convinced and requested/asked for information. Personal visits to selected hospital, workers are undertaking and requested/asked to fill out the distributed questionnaires. A total of 400 survey were distributed which yielded 223 questionnaires were returned representing 90% response rate. Total 223 questionnaires are analysed using IBM SPSS version 20 and SMART-PLS 4 software. The analysed of data collection with Structural Equation Modeling in Descriptive statistics, reliability correlation, regression analysis and moderation analysis. To investigate the various theories, this study used structural equation modeling (SEM). SEM encompasses a number of different statistical approaches, such as aspect analysis and multiple regressions analysis (Hair et al., 2014; Kline, 2016).

#### **Data Analysis and Discussion**

##### **Gender of the respondents**

The table No 4.1 shows demographic information of all gender (male and female) respondents. The table indicated to most respondents are female total of 146 (65.5%) respondents while 77(34.5%) male respondents. The greater the respondent rate indicated that in the KPK hospitals there are (65.5%) employees are female and the rest of male employees. The gender respondent results reflects a feature of Pakistani humanity of KPK hospitals where the charge of female employment is very high, and it is mostly a male dominated humanity (Khilji, 2003).

##### **Age of the respondents**

The Table No 4.1 depicts that the age of the majority respondents is between 25 to 30 years, total 98 respondents which constitute (43.9%) of the total respondents, table indicates that there is 78 (35.0%) respondents aged among 31 to 35 years, 27 respondents whose aged between 36 to 40 years contributes total of (12.1%) of the total respondent rate, there is 8 (3.6%) respondents aged between 41 to 45 years of the total respondents, and lastly 12(5.4%) respondents whose age is more than 45 years. The result of the age respondent specified that KPK's hospitals (private and government) encouraged and employed young generation whose age between 25 and 30.

##### **Level of Qualification**

Results of the qualification of the respondents are characterized in Table No 4.1; we prefer knowledge/expert workers and respondents with comparatively higher qualification. Higher qualification means those respondents who have Bachelor's degree, secondary school and Intermediate requirement or college documentation or other medical diploma if possible from a technical professional educational institution. The Table No indicates that maximum numbers of employees are Intermediate qualified with 93 (41.7%) respondents, followed by 66 respondents with other qualification (college certificate or medical diploma) contributes (29.6%) to the total number of respondents, Bachelors with 45(20.2%) respondents and the next one is secondary school or metrics with 19 respondents making (8.5%) of all respondent rates.

##### **Experience of the respondents**

The Table No 4.1 depicts the training work experience of respondents. In Table No 4.1 illustrated that the highest numbers of respondents are 92(42.2%) related to those who have an experience between 4

to 7 years. While 78(35.0%) respondents have less than 3 years of work experience of whole respondents. Respondents having work practices among 8 to 11 years are 27 respondents making 12.1% of the total respondents. Professional experience of more than 12 years of work experience is 24 respondents or (10.8%) of the total respondents.

The result of descriptive statistics in respect of work experience indicates that the most of the respondent of KPK hospitals having experience between 4 to 7 years.

Table 1: Respondents' profile

Criteria	Sub criteria	Number	%age
Gender	Male	77	34.5
	Female	146	65.5
Age (years)	25 up to 30	98	43.9
	31-35	78	35.0
	36-40	27	12.1
	41-45	8	3.6
	45+	12	5.4
Education Level	Secondary School	19	8.5
	Intermediate	93	41.7
	Bachelors	45	20.2
	Other	66	29.6
Experience	Up to 3 years	78	35.0
	4 to 7 years	94	42.2
	8 to 11 years	27	12.1
	12+ years	24	10.8

(Note: total number of respondents = 223)

### Reliability Analysis

Table No 4.2 indicated that all the instruments are reliable and the values are greater than 0. 743. All number of items of scale measure the same thing, so they should be correlation with one another. Cronbach's alpha generally increases when the correlation between the number of item increase. George et al. (2003) presents the subsequent rules of thumb: "reliability >0.9 means excellent, reliability > 0.8 means good, reliability > 0.7 means acceptable, reliability > 0.6 means questionable, reliability > 0.5 means poor and reliability < 0.5 means unacceptable" (p. 231). But extremely high value of Cronbach's alpha also shows the redundancy of the item in the scale. Cronbach's Alpha is a statistic that measures the internal consistency or reliability of a scale. The values you provided for each scale range from 0.743 to 0.892, indicating moderate to high reliability. A Cronbach's Alpha value of 0.7 or higher is normally measured acceptable used for research purposes. The number of items in each scale (3 to 10) can also impact reliability, with more items typically yielding higher alpha values. The table 4.2 shows reliability of the individual scales.

Table 4.2: Reliability of scales

Scale	Total Items	Cronbach's Alpha
Openness	3	0.833
Availability	3	0.796
Accessibility	3	0.743
IWB	10	0.892

### Measurement model

PLS-SEM is a two-step method used to assess both measurement and structural models (Anderson and Gerbing, 1988). The measurement model describes the relationship between observable variables and their underlying constructs, while the structural model establishes causal connections among these latent constructs based on a proposed theory (Ciavolino and Nitti, 2013a). When evaluating the measurement model, it is crucial to address specific characteristics such as convergent validity,

internal consistency reliability, and discriminant validity (Hair et al., 2017). Internal consistency reliability, which measures the extent to which items capture the latent construct, was assessed using composite reliability (CR) (Richter et al., 2016). The results indicated that all constructs, including Accessibility (CR = 0.746), Availability (CR = 0.797), Openness (CR = 0.827), and IWB (CR = 0.940), surpassed the recommended threshold of 0.7 (Hair et al., 2017), demonstrating high internal consistency reliability.

The constructs' convergent validity (CV) was assessed using factor loadings and average variance extracted (AVE) (Hair et al., 2017). CV measures the extent to which a measurement is positively correlated with other measurements of the same construct (Hair et al., 2017). Hair et al. (2017) suggested that factor loadings equal to or higher than 0.708 are considered appropriate. In this study, all factor loadings exceeded the recommended threshold of 0.708. Consequently, the AVE scores for the three dimensions, including Accessibility (AVE = 0.655), Availability (AVE = 0.709), Openness (AVE = 0.741), and IWB (AVE = 0.634), surpassed the cut-off value of 0.5 (Hair et al., 2017), indicating satisfactory convergent validity. Table 3 presents the CR, factor loadings, and AVE scores. Discriminant validity (DV) refers to the extent to which a construct is distinct from others based on empirical evidence (Ciavolino and Nitti, 2013b; Hair et al., 2017). Henseler et al. (2015) introduced the Heterotrait-Monotrait ratio of correlations (HTMT) method for assessing DV, with a threshold of less than 0.90. In this study, the values summarized in Table 4 all exceeded the HTMT.90 criteria, indicating that all components in the study model are distinct from each other.

Table 3: Result of measurement model

Construct	Item	Loading	Alpha	CR	AVE
ACC	IL7	0.837	0.738	0.746	0.655
	IL8	0.781			
	IL9	0.809			
AV	IL4	0.826	0.795	0.797	0.709
	IL5	0.865			
	IL6	0.834			
OP	IL1	0.871	0.827	0.843	0.741
	IL2	0.875			
	IL3	0.836			
IWB	IWB1	0.692	0.889	0.898	0.501
	IWB2	0.666			
	IWB3	0.754			
	IWB4	0.672			
	IWB5	0.694			
	IWB6	0.696			
	IWB7	0.66			
	IWB8	0.73			
	IWB9	0.794			
	IWB10	0.708			

Table 4: discriminant validity

	ACC	AV	OP	IWB
ACC	0.809			
AV	0.681	0.842		
OP	0.705	0.645	0.861	
IWB	0.502	0.484	0.48	0.708

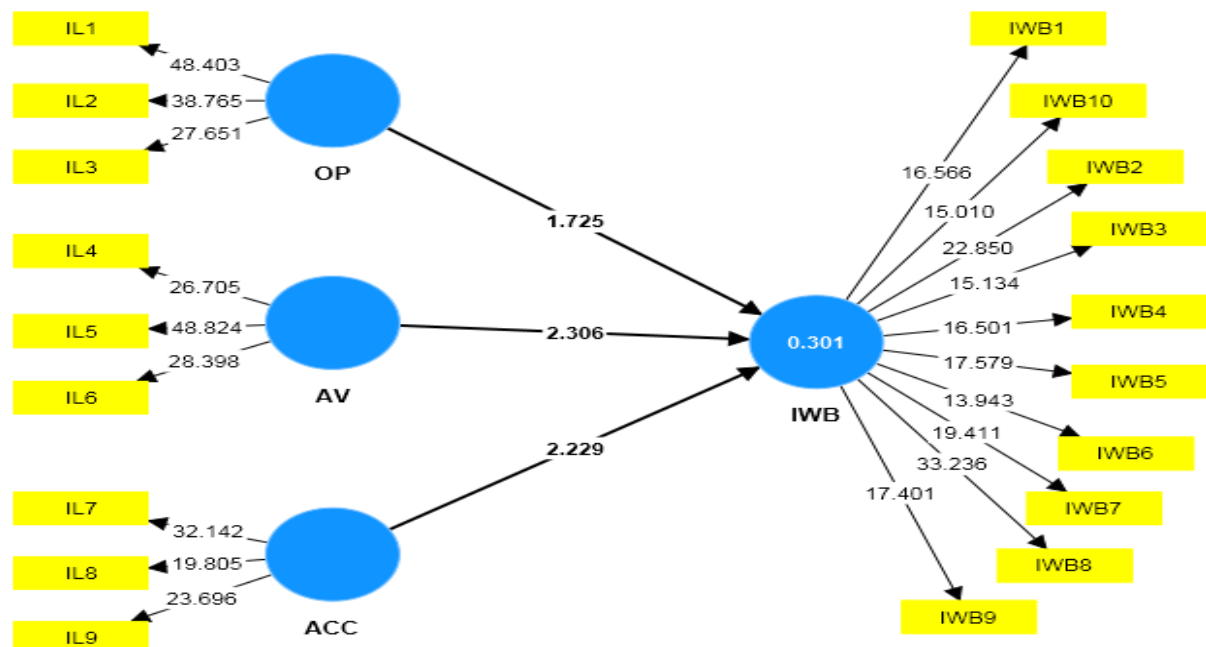
#### 4.5 Structural model

The evaluation of the measurement model and the testing of three hypotheses (IL1, IL2, and IL3) regarding the relationships between the constructs are presented in Tables 5. The beta values in these tables represent regression coefficients, indicating the strength and direction of the relationships between the predictor variables and the outcome variable. In this study, the predictor variables are ACC (accessibility), AV (availability), and OP (openness), and the outcome variable is IWB (innovative work behaviour using a specific tool).

As shown in Table 5 and Fig. 1, the path coefficients demonstrate statistical significance ( $p < 0.05$ ), indicating the presence of significant relationships. The results reveal that IL is positively related to IWB, supporting H1 ( $\beta = 0.227$ ,  $t = 2.229$ ,  $p < 0.05$ ). Similarly, the findings highlight a positive relationship between IL and IWB, supporting H2 ( $\beta = 0.231$ ,  $t = 2.306$ ,  $p < 0.05$ ). However, the positive association between IL and IWB is statistically insignificant ( $\beta = 0.165$ ,  $t = 1.725$ ,  $p < 0.05$ ), supporting H3.

Table 5: Results of structural model

Hyp	Direction	Beta	SE	T Stats	P Stats	VIF
H1	ACC ->IWB	0.227	0.1	2.229	0.026	2.7
H2	AV -> IWB	0.231	0.097	2.306	0.021	2.018
H3	OP -> IWB	0.165	0.097	1.725	0.085	2.477



In this table the path coefficient value of H1, H2, and H3 is 0.224, 0.224 and 0.167. We accept the H1, H2 because the T value with significant the values of 2.229, 2.306. We reject the H3 because the T value is insignificant the value of 1.725 and the multicollinearity assess to with the VIF value is 2.477. The variance inflation factors (VIF) were then used to investigate multicollinearity. When the VIF value is greater than 5, multicollinearity appears (Hair et al., 2017).

### Discussion

The purpose of this study was to investigate the relationship between Inclusive Leadership (IL) and Innovative Work Behaviour (IWB) in both private and public sector hospitals in Pakistan. The findings revealed a positive association between IL and IWB. Inclusive Leadership, characterized by involving employees in decision-making and allowing their active participation in job processes, has been shown to enhance individual value recognition and promote innovative work behaviour (Javed et al., 2019; Fang et al., 2019). This aligns with previous research (Choi et al., 2017; Wang et al., 2019; Javed et al., 2017), which has also demonstrated the impact of IL on employees' IWB.

Furthermore, open communication between leaders and employees facilitates knowledge sharing, particularly in the context of innovation. Leaders who practice inclusive leadership provide valuable insights and information, which aids employees in generating, promoting, and implementing useful ideas (Yeoh & Mahmood, 2013). The results of our study indicated a positive relationship between



inclusive leadership and IWB. In an inclusive work culture where employees feel supported by their leaders, they are more likely to express their disagreement, challenge existing norms, and exhibit innovative work behaviour. These findings are consistent with previous studies that have shown a positive association between inclusive leadership and IWB (Choi, Tran, & Kang, 2017; Javed et al., 2017b).

Moreover, inclusive leaders who possess attributes such as accessibility serve as role models for employees. Through observation and interaction, employees acquire valuable competencies that enhance their performance in their respective roles. In an inclusive work culture, employees receive timely feedback on their work outcomes, enabling them to understand the impact of their efforts on overall productivity. Finally, inclusive leaders share power with employees, allowing them to have autonomy over their work processes (Pless & Maak, 2004; Brown & Treviño, 2006; De Hoogh & Den Hartog, 2008; Piccolo et al., 2010).

The results of the convergent validity analysis indicate that all the constructs have good internal consistency, are adequately related to their indicators, and demonstrate good convergent validity. The results suggest that all three predictor variables (ACC, AV, and OP) have a positive and significant relationship with the outcome variable (IWB), indicating that they are important predictors of intention to work with a particular tool.

### **Contribution, Limitations, and Future Research**

#### **Contribution Implication**

Our investigation contributes to the IWB literature in several important ways. While the direct effect of IL on creativity has been studied, however, the direct relationship between IL and IWB is a new contribution to the literature. This supports the notion that situational factors are important in fostering IWB (Tett & Gutterman, 2000). Our findings suggest that IL is a favorable situational element which nurtures IWB. These findings are in congruence with existing findings on other leadership styles like transformational leadership and IWB (Afsar, Badir, & Bin Saeed, 2014; March, Herman, & Ashkanasy, 2015). We can infer that IL also promotes IWB by focusing on both the characteristics of a leader and leader-followers' relationship (exchange) (Hollander, 2009; Yin, 2013).

The investigate enrich the literature by fulfil the gaps identified in this research. First contribution of the study the IL with two dimensions i.e. availability and accessibility not present the research paper. The second contribution of the research just more than the IL but no explain the dimensions of IL with detail. The third contribution of study gathers the researches increase the other countries but less present the Pakistan context. The present study of contributes implication to the scholarly literature in different ways. While however the direct relationship main two variables one variable is the IL dimension. OP and IWB the focus of the analysis is on the total direct effect of OP on IWB. IWB is better established; the indirect relationship of others dimensions of IL with employee and IWB.

Table: 5 Analysis of Testing Hypothesis

#### **Findings and Conclusion**

Despite of the contribution implications, it is subject to several limitations. This study is present of Pakistan context and the sector of KPK hospitals. First study of the total population together of the employees of private and public sector hospital's location of one country; future research should attempt to examine a more detailed sample based on the hospitals located in multiple provinces. Out of 223 questionnaires spread to the respondents in the Mardan, Nowshera and Peshawar hospitals, 223 responded positively by returning the filled questionnaires. Second, a more detailed study investigating the three dimensions of IL in extra intensity must be attempt to improve the perceptiveness of the theme matter Third, it can be of greater concern if future research may well examine individual difference, i.e., openness, availability and accessibility their role in improve these dimensions of IL in provide as a facilitator of IWB. Finally, advance research is necessary to examine the role of individual factors and organizational variables regarding IL contained by the perspective of hospitals in Pakistan to further the discussion related to the background of IL in increasing countries and hospitals employee. Also, the research purpose to examine the impact achieving these two objectives, the study recognized four hypotheses H1 to H4. The results suggest that all independent variables have a significant direct effect on the dependent variable.

#### **Limitations and Future direction**

While this study is thought to add to theory and practice, a few limitations must be acknowledged. The questionnaires for IL with three dimensions, and IWB were completed by a single respondent,

which may have resulted in homologous data errors. Future studies could take a multi-level strategy. Along these lines, our samples included survey data from KPK in Pakistan's private and public hospital sector, which may raise some concerns about generalizability of results to other sectors. As a result, it is suggested that future researchers conduct a follow-up study that broadens the scope of the poll and increases the sample size. Similarly, our research only used PS to explain the relationship between IL and employees' IWB, whereas other mediating mechanisms such as intrinsic motivation, creative self-efficacy, confidence in leadership, and psychological safety may be considered in future studies.

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