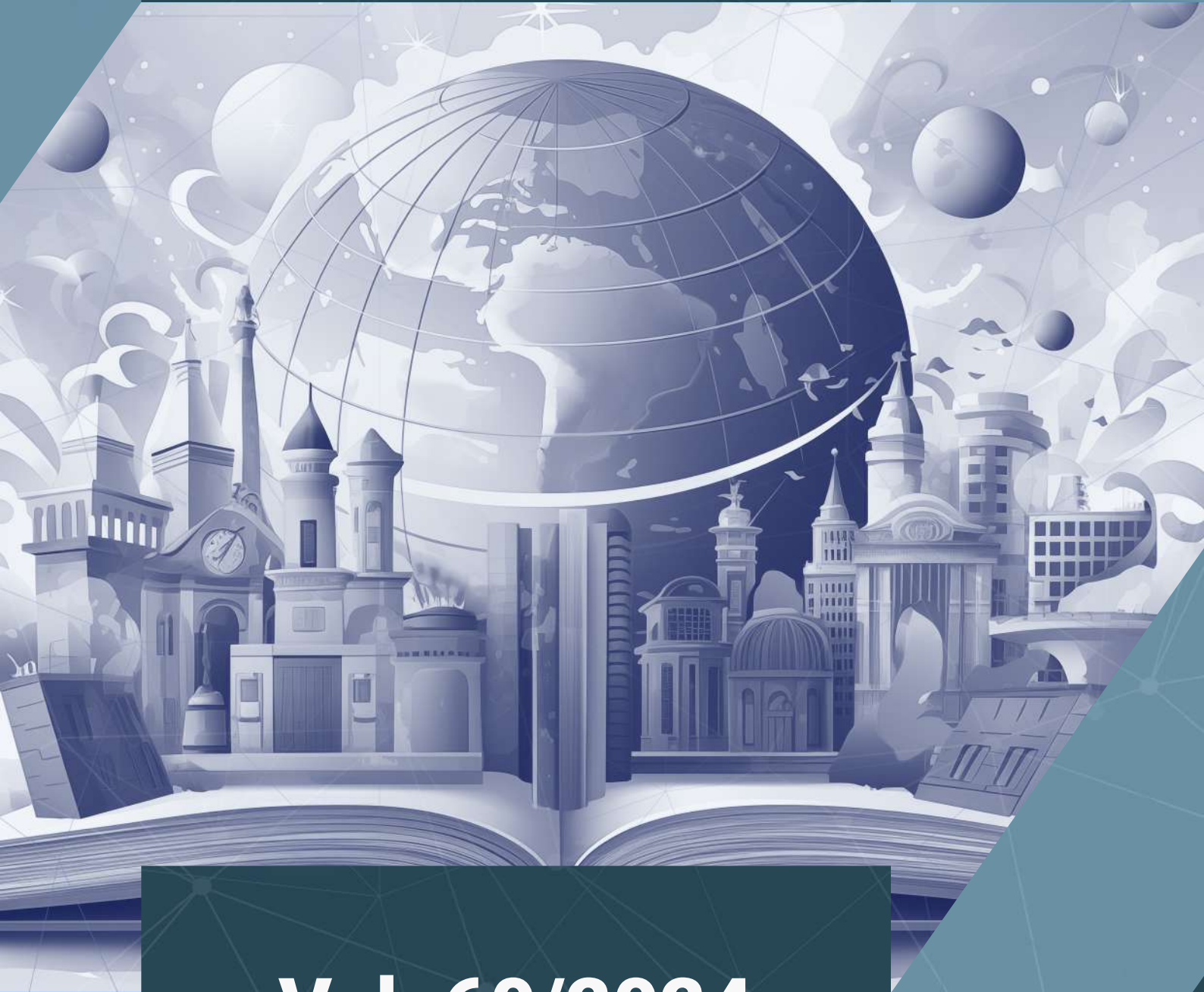




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## The role of intrinsic motivation on relationship between inclusive leadership and job crafting

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**Abstract.** The purpose of this study is to examine the mediating role of intrinsic motivation on the relationship between inclusive leadership and job crafting. Simple random sampling method was used in the research. 311 employees willing to participate in the survey from different businesses working in Konya Organized Industrial Zone 1 constituted the sample of the research. The survey technique was used as the data collection technique and data were collected by face-to-face interview method. The total of 252 survey was analyzed through the AMOS-22 and SPSS 27.0 program. As a result of the analysis inclusive leadership has a positive effect on job crafting and intrinsic motivation, and intrinsic motivation has a partial mediator effect on the relationship between inclusive leadership and job crafting. This indicates that when the mediator variable is included in the model, the effect of inclusive leadership on job crafting decreases but does not disappear.

**Keywords.** Inclusive leadership, Job crafting, Intrinsic motivation

### 1. Introduction

There is a general opinion that employees' perception of inclusive leadership will increase their motivation, thus exhibiting positive behavior in the job performance. In this context, there are various academic studies that reveal statistical relations between inclusive leadership issues. For example Choi et al. (2015) examined the mediating role of emotional commitment and creativity in the relationship between inclusive leadership and work engagement. As a result of the research, they concluded that inclusive leadership is positively related to employee work engagement and that both emotional organizational commitment and employee creativity mediate this relationship (Choi, et. al.,2015:931). Choi et al. (2017) investigated the mediating role of individual-job fit in the effect of inclusive leadership on employee well-being and innovative behavior (Choi, et al., 2017:1877).

Khan et al. (2020) investigated the mediating effect of psychological empowerment and psychological safety on the relationship between inclusive leadership and project success. They found that inclusive leadership increased project success through the mediating roles of psychological empowerment and psychological safety (Khan et. al., 2020:1077). Wang et al. (2019) touched upon the mediating role of inclusive leadership in the relationship between work commitment and innovative behavior. In the study, they concluded that inclusive leadership

partially mediates the relationship between work commitment and innovative behavior. (Wang et. al., 2019:688).

Sürücü and Maslakçi (2021) found a significant and positive effect on the relationship between inclusive leadership and work dedication (Sürücü and Maslakçi, 2021). Aslan (2019) examined the relationship between inclusive leadership, perceived organizational support and innovative work behaviors. As a result of the research, it was determined that perceived organizational support had a partial mediator role in the relationship between inclusive leadership and innovative work behavior. (Aslan,2019:2945). However, there is no study existing in the literature examining the mediating role of intrinsic motivation in the effect of employees' inclusive leadership perceptions on job crafting in manufacturing. In this context, based on the assumption that employees with the perception of inclusive leadership, their internal motivation will increase and this effect will increase job crafting. Accordingly, the aim is to examine the effect of inclusive leadership on Intrinsic motivation and job crafting.

## **2. Literature review**

Inclusive leadership is first mentioned in the literature by Nembhard and Edmondson (2006). Inclusive leadership has been proposed as the inclusiveness of the leader. Inclusive leadership; It is expressed as the words and actions of a leader or leaders that include invitation or appreciation for the contributions of others. The leader's inclusiveness is based on creating psychological trust in the other party through invitation (Nembhard and Edmondson, 2006:947). Inclusive leadership is different from traditional leadership definitions. In inclusive leadership, there is a system in which everyone is included. This enables achieving not only business goals but also broader goals (such as social goals) (Adapa and Sheridan, 2018: 68). Inclusive leadership is a model that aims to meet the needs and demands of followers by creating environments that are accessible to others and where ideas are openly shared through mutual interaction (Carmeli et. al., 2010:252-253). Inclusive leaders have a leadership style that always supports their followers, makes them feel valued, makes them more committed to their duties and businesses, and encourages them.

Therefore, Inclusive leaders have an increasing effect on the motivation of followers. In inclusive leadership, the leader-follower relationship is based on respect, responsibility and recognition. Therefore, it is seen that the followers of inclusive leaders are more motivated, enthusiastic and optimistic (Choi et. al., 2015:933-934). The inclusive leadership model takes into account the contribution of its followers and determines together the steps in determining and achieving the goals. In the inclusive leadership model, there is fully open communication within the framework of trust and loyalty, fair and horizontal relations, participatory, caring and encouraging diversity, acting with a clear and accessible strategy, acting with the principle of mutual benefit, creating psychological trust in its followers, caring for all followers, caring for everyone, there is an environment where he can present his ideas openly (Hollander, 2008; Ryan, 2006; Mitchell et. al., 2015; Workman-Stark, 2017: 168). The model represents a normative (Wuffli, 2016:4), change-oriented (Booyesen, 2014:307) leader who can integrate individuals and situations from all walks of life. Inclusive leaders should aim for continuous self-improvement, focusing on lifelong learning (Wasserman et. al., 2008:186).

Among the prominent practices in inclusive leadership are training followers, nurturing mutual interaction, effectiveness in decision making and policy making, established rules, granted rights and responsibilities, defining reward and punishment systems that concern all followers, support programs offered for struggling members (Ryan, 2006: 9; Rayner, 2009). Inclusive leaders influence their followers positively by developing trusting relationships with

their followers (Nguyen et.al., 2019:66-67). With inclusive leadership, followers can express their opinions freely because they have a perception of participation. This provides them with psychological empowerment by providing them with opportunities to contribute to work-related decisions (Randel et. al., 2018:198). The leader's values and actions also affect the experiences of the followers. Therefore, the process of inclusive leadership requires all followers to have the ability to take responsibility fully and meaningfully (Ferdman, 2014).

Motivation can be expressed as the individual's willingness or desirability to fulfill any goal or task. A motivated individual strives to do his/her duty, take action and get results (Koçel 2003: 635). In intrinsic motivation, the main thing that motivates the individual is work. The nature and content of the job are important for the individual (Mottaz,1985: 366; Gagne and Deci, 2005: 331). In intrinsic motivation, there is no external factor that affects or directs the individual's effort. Here there is no external control regulating the individual's behavior. What is important in intrinsic motivation is that the job is interesting, fun and intriguing for the individual (Ryan and Deci, 2000:56; Brief and Aldag, 1976: 497; Leonard et. al., 1999: 979).

Job crafting was first mentioned in the literature by Wrzesniewski and Dutton (2001). Job crafting is defined as changes made by employees in the tasks or relationships in their jobs. The individual working in job crafting can create the desired changes both physically and cognitively by attributing various meanings to his/her own tasks (Wrzesniewski and Dutton, 2001: 179; Berg, et. al.,2013:82). Therefore, in job crafting the employee can transform his job not only physically but also in both relationship and cognitive areas (Ingusci et. al. 2016: 680; Slemp and Vella-Brodrick, 2013; Berg et. al, 2013). Job crafting refers to the reorganization of task activities (Dvorak, 2014). With job crafting, employees have the right to redesign their jobs. Thus, employees become more productive, happier individuals and experience less work-family conflict (Tims and Bakker 2010: 8; Tims, et. al., 2012; Tims, et. al.,2015). Job crafting consists of three consecutive stages. In the first of these stages, the employee is motivated to change his task. In the second stage, it determines the options for task formation. The last stage results in formatting the options (Berg, et. al.,2007:4).

### **3. Material and methods**

#### **3.1. Purpose and Importance of the Research**

The purpose of this study is to determine the effect of inclusive leadership on job crafting. In this study, the relationship between inclusive leadership, intrinsic motivation and job crafting is examined and reveal the mediating role of intrinsic motivation in the effect of inclusive leaders on job crafting. The model of the research is shown in Figure 1 below.

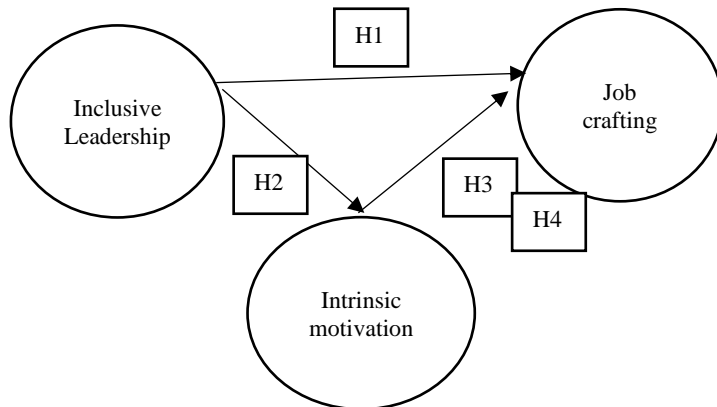
The hypotheses created for this purpose are presented below.

H1: Inclusive leadership has a statistically significant and positive effect on job crafting.

H2: Inclusive leadership has a statistically significant and positive effect on intrinsic motivation.

H3: Intrinsic motivation has a statistically significant and positive effect on job crafting.

H4: Intrinsic motivation has a mediating role in the relationship between inclusive leadership and job crafting.



**Figure 1:** Research’s Model

### 3.2. The Universe and Sample of the Research

The population of the research consists of employees in enterprises operating in Konya. The sample of the research consists of 252 employees in enterprises operating in Konya, and convenience sampling method was used in the research. This research is a quantitative study and a survey was used as data collection. Survey forms were distributed to 311 employees, but 59 of the surveys were removed from the sample due to incomplete or incorrect filling. A total of 252 surveys were evaluated. Findings regarding the demographic characteristics of the research participants are presented in Table 1. The research was conducted after obtaining the permission of Selcuk University Ethics Committee numbered E-22752295-300-794893.

**Table 1: Demographic Characteristics of the Participants (n = 252)**

Demographic Characteristics		n	%
Gender	Woman	79	31,3
	Man	173	68,6
Marital Status	Married	213	84,5
	Single	39	15,4
Age	18-25 age	27	10,7
	26-29 age	33	13,0
	30-35 age	96	38,0
	36-40 age	77	30,5
	41-65 age	19	7,5
Education	Primary /secondary school	11	4,3
	High school	73	28,9
	Associate degree	58	23,0
	Bachelor	89	35,3
	Master	21	8,3
Job Duration	Less than 1 year	2	0,7
	1-5 years	38	15,0
	6-10 years	86	34,1
	11-15 years	110	43,6
	16 years and above	16	6,3
<b>Total</b>		<b>252</b>	<b>100,00</b>

According to the findings from Table 1, 31,3 % of the participants were women and 68,6 % were man; 84,5 % were married and 15,4 % were single; 23,7 % of them are defined as young; 66,6 % were university graduates; It was determined that 15,7 % of them had 1-5 years of professional experience.

### 3.3. Data Collection Tool Used in the Research

Research data was collected by survey method. The survey was prepared as both a web-based and physical survey. A total of 311 survey forms were filled out for the research. However, incomplete, inconsistent and incorrectly filled survey forms were excluded from the scope of the research. A total of 252 survey forms were evaluated. The survey form includes four sections consisting of demographic questions, inclusive leadership scale, job crafting scale and intrinsic motivation scale. The inclusive leadership scale included in the survey form is based on Carmeli et al. (2018) with 9 expressions and a 5-point Likert type. The scale is three-dimensional. The scale was evaluated on a five-point Likert type (5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree). The scale was adapted into Turkish by Sürücü and Maslakçı (2021). The Cronbach alpha coefficient of the scale is 0.911 (Sürücü and Maslakçı 2021). The job crafting scale was developed by Tims et.al. (2009) and was prepared as a 21 item, 5-point Likert type. The scale was evaluated on a five-point Likert type (5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree).

The Cronbach alpha reliability coefficient of the scale is 0.863. The scale was adapted into Turkish by Çetin et. al (2021). In order to determine the intrinsic motivation in the last section, the intrinsic motivation scale developed by Kuvaas 2006; Kuvaas and Dysvik 2012 was used. The scale was prepared as a 5-point Likert type, consisting of 6 statements. The scale was evaluated on a five-point Likert type (5 = Strongly agree, 4 = Agree, 3 = Undecided, 2 = Disagree, 1 = Strongly disagree). The Cronbach alpha reliability coefficient of the scale was determined to be 0.85. The scale was adapted into Turkish by Aydemir Dev et. al (2022). Before applying the scale used in the research, a pilot application was carried out. In this regard, surveys were administered to 30 employees in manufacturing enterprises. Within the scope of the findings obtained through face-to-face interview method, it was seen that all the statements in the survey were understandable. Accordingly, no changes were made to the survey form.

### 3.4. Data Analysis

The data obtained from the survey study were analyzed with IBM AMOS-22 and SPSS-27 package program. in this context, descriptive analyzes were conducted to determine the demographic structure of the participants, validity and reliability analyzes of the scales, correlation analysis to determine the relationship between variables and finally multiple regression analysis to test hypotheses.

### 3.5. Results

#### Number of Validity and Reliability Tests of the Scales

Table 2 results show that the scales are valid and reliable.

**Table 2. Descriptive Statistics of the Scales**

	<b>Kurtosis</b>	<b>Skewnes</b>	<b>Mean</b>	<b>Std.Error</b>	<b>Variance</b>	<b>Alpha</b>
<b>Inclusive Leadership</b>	,407	,706	,3,7124	,92149	332,9022	,951
<b>Intrinsic Motivation</b>	,263	,434	,2,334	,7623	163,3426	,913
<b>Job Crafting</b>	,621	,004	,3,562	,5863	332,916	,907

Cronbach's alpha ( $\alpha$ ) and composite reliability values of the variables in the study are above 0.7 (Hair et al. 2010; Hair et al., 2019). The research has three main hypotheses. Within the scope of the analysis, correlation and regression analyzes were applied to determine the relationships between inclusive leadership, intrinsic motivation and job crafting variables and their level of influence on each other. The results of the correlation analysis between the variables are given in Table 3.

**Table 3: Correlation Analysis Results**

	<b>1</b>	<b>2</b>	<b>3</b>
<b>1.Inclusive leadership</b>	1		
<b>2.job crafting</b>	,352**	1	
<b>3.Intrinsic motivation</b>	,537**	,503**	1

\*\*p <0.01 \*p <0.05

As a result of the correlation analysis, there is a statistically significant and positive relationship between inclusive leadership and job crafting ( $r=.352$ ). There is a significant and positive relationship between intrinsic motivation and job crafting ( $r=.537$ ). According to the information obtained from Table 3, there is a significant and positive relationship between intrinsic motivation and job crafting ( $r=.503$ ). In order to test the main hypothesis of the research, the mediation effect must be determined. Simple and multiple regression analyzes were conducted to test the hypotheses created in this context. Within the framework of the 4-step approach suggested by Baron and Kenny (1986), simple and multiple regression analyzes were conducted to determine whether these conditions were met and to test the hypotheses created. Analysis results are given in Table 4.

**Table 4: Regression Findings Related to the Effect of Inclusive Leadership, Job Crafting And Intrinsic Motivation**

	<b>Regression coefficients</b>				<b>Model Statistics</b>			
	B	S.H.	Beta	VIF	R <sup>2</sup>	F	p	Durbin-Watson
<b>1.Process Independent Variable: Inclusive leadership Dependent Variable: Job crafting</b>	,273	,051	,352* *	1,000	,125	28,42 2	p<0.0 1	1.973
<b>2. Process Independent Variable: Inclusive leadership</b>	,345	,037	,537* *	1,000	,284	79,83 4	p<0.0 1	1,682

<b>Dependent Variable: intrinsic motivation</b>								
<b>3. Process</b>	,593	,072	,503*	1,000	,253	68,102	p<0.001	2.075
<b>Independent Variable: intrinsic motivation</b>								
<b>Dependent Variable: Job crafting</b>								
<b>4. Process</b>				1,396	,263	36,693	p<0.001	2,089
<b>Independent Variable1: Inclusive leadership</b>								
<b>Independent Variable2: intrinsic motivation</b>								
<b>Dependent Variable: Job crafting</b>	,520	,084	,439					

\*p <0.05 \*\*p <0.01

Regression analysis results; In the first step, it showed that Inclusive leadership has a positive and significant effect ( $\beta = .352^{**}$ ,  $p < 0.01$ ) on job crafting. In the second step, inclusive leadership's intrinsic motivation. It has a significant positive effect ( $\beta = .537^{**}$ ,  $p < 0.01$ ). The third step showed that intrinsic motivation had a positive and significant effect ( $\beta = .503^{**}$ ,  $p < 0.01$ ) on job crafting. In the fourth stage, the effects of inclusive leadership and intrinsic motivation on job crafting were examined.

Accordingly, it was determined that the positive significant effect of intrinsic motivation on job crafting was  $\beta = .439^{**}$ ,  $p < 0.01$ ; it was determined that the effect of inclusive leadership on job crafting decreased from  $\beta = .352$  to  $\beta = .119$ . This indicates that when the mediator variable is included in the model, the effect of inclusive leadership on job crafting decreases but does not disappear. This result reveals that intrinsic motivation has a partial mediating role in the effect of inclusive leadership on job crafting. In the analysis, Durbin-Watson values are close to 2 and VIF=1.396 is less than 4, so there is no multicollinearity problem (Hair et al. 2010; Hair et al., 2019). According to the results obtained, hypotheses *H1*, *H2*, *H3*, *H4* were accepted.

### Conclusion and discussion

This research was conducted to determine the effect of inclusive leadership on job crafting and the mediating role of intrinsic motivation on this effect. There are only two studies in the literature (Guo et al., 2023, Du et al., 2021) that examine the effect of inclusive leadership on job crafting. Guo et al., in their study, examined the mediating role of job crafting in the effect of inclusive leadership on innovative work behavior. As a result of the study, it was found

that job crafting mediates between inclusive leadership and innovative work behavior (Guo et al., 2023). In their 2021 study, Du et al. examined the effect of inclusive leadership on job crafting and looked at the mediating role of organizational climate and psychological empowerment. According to the results of the research, it was determined that inclusive leadership supports job crafting, but power distance negatively affects the relationship (Du et al., 2021). In this research, firstly, a literature study is conducted on Inclusive leadership, job crafting and intrinsic motivation. Then, the level of influence of these variables on each other is examined. These 3 variables have not come together in any research in the literature. In other words, there are no studies to determine the moderating role of intrinsic motivation on the relationship between job crafting and inclusive leadership. In this context; (H1) was tested by suggesting that inclusive leadership has an impact on employees' job crafting. Considering the findings, it was determined that inclusive leadership affected job crafting significantly and positively. Another issue focused on in this study and expected to provide the most support to the literature is (H2) the effect of inclusive leadership on intrinsic motivation. According to the findings, inclusive leadership creates an increasing effect on the internal motivation of employees. In the H3 hypothesis, the effect of intrinsic motivation on job crafting was examined and a significant and positive relationship was detected between the two. Finally, H4 hypothesis was created to evaluate the mediating effect of intrinsic motivation on the effect of inclusive leadership on employees' job crafting. As a result of the analysis, it was observed that intrinsic motivation had a mediating role on the effect of inclusive leadership on job crafting. Since there is no study in the literature that examines these three variables in this context, it was not possible to compare them with the general literature. The part that constitute the original dimension of the study and increases its importance in the literature is the examination of the mediating role of intrinsic motivation in the effect of inclusive leadership on job crafting. Thus as a result of the analysis, H4 hypothesis was accepted. However, as a result of the research, it is seen that intrinsic motivation has a positive significant effect on job crafting,  $\beta = .439^{**}$ ,  $p < 0.01$ . However, it is seen that the effect of inclusive leadership on job crafting decreases from  $\beta = .352$  to  $\beta = .119$  with the mediating effect of intrinsic motivation. This indicates that when the mediator variable is included in the model, the effect of inclusive leadership on job crafting decreases but does not disappear. In this context, it appears that intrinsic motivation has a partial mediating role in the effect of inclusive leadership on job crafting. According to this result, eliminating employees' obstacles to work through inclusive leadership, improving the work both in physical and cognitive aspects, will positively affect employees' job crafting behaviors, causing them to have positive feelings towards their jobs and to be more devoted to their work. It is important to increase job crafting by giving importance to the inclusive leadership model, especially for employees in manufacturing enterprises where efficiency is primarily targeted. In this way, employees will be able to display more productive and positive behavior. Therefore, it is a fact that inclusive leadership is effective in solving business problems by improving the existing job, involving employees in the job, creating better conditions and job crafting. As with every research, this research also has some limitations. The sample of the research is limited to employees in manufacturing enterprises in Konya due to factors such as time and cost. Applying the research to be designed after this research to different sample groups in different sectors will allow the research results to be comparable.

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