

Driving Organizational Innovation in Public Healthcare: The Strategic Impact of Inclusive Leadership

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Abstract

In the public sector, it is essential to prioritize innovation and adaptation to efficiently tackle intricate and ever-changing difficulties. The objective of this study is to analyze how inclusive leadership affects the innovative work behavior of employees in the public healthcare sector and to determine the function of public service motivation and leader-member exchange theory in regulating this relationship. To evaluate the study's hypotheses, data was collected from a field study of 300 public healthcare workers. The data was gathered via structured surveys and analyzed using Hayes' technique with the help of Mplus. The testing was combined with bootstrapping to analyze mediation and moderation relationships in the study. The results show a strong and positive connection between inclusive leadership and employees' innovative work behavior in the public healthcare sector. Furthermore, the variables of autonomy and competence played a mediating role in the connection between inclusive leadership and individual work behavior. The study also includes a rigorous investigation of its results, as well as an analysis of their implications, limitations, and recommendations for future research endeavors.

Keywords: Innovative Work Behavior; Inclusive Leadership; Public Service Motivation; Autonomy; Competence; Leader Member Exchange Theory

Introduction

Public service organizations are increasingly under pressure to adapt to the rapidly evolving public challenges. There is an increasing acknowledgment of the significance of not just providing efficient services but also promoting creativity among public servants. Inclusive leadership has become a crucial element in promoting this form of innovation, which is vital for the achievement of public sector success. Innovative work behavior is crucial for public service organizations to make substantial enhancements in their activities and procedures as they adapt to this changing environment (Javed, Fatima and Bashir, 2021). Moreover, it enables government officials to develop innovative strategies to address distinctive obstacles, thereby creating novel service delivery frameworks that more effectively cater to the requirements of changing public demands. Therefore, public sector organizations must cultivate a climate that promotes innovative work behavior to stay pertinent and efficient in servicing their constituents. Inclusive leadership (IL) fosters an environment in which all employees are motivated for their unique contributions. Consequently, this increases the employees' internal drive to work as they feel appreciated and relied upon, inspiring them to go beyond basic job expectations and improve their creative actions, thus boosting overall productivity (Saleh et al., 2022). In a setting that promotes inclusivity, individuals are given the authority to openly communicate their thoughts without any concern of criticism or punishment, which encourages a culture of taking risks and trying new things. Through the adoption of inclusive leadership, individuals from varied perspectives and backgrounds contribute to a diverse range of ideas and approaches, leading to the development of more innovative and efficient solutions (Saleem, Shahab and Irshad, 2023). Furthermore, a comprehensive environment nurtures collaboration and knowledge dissemination, encouraging the interchange of ideas and cooperative, innovative solutions. This collaborative dynamic not only improves the overall performance of the organization but also improves employee engagement and job satisfaction, leading to a great outcome in all areas.

Aryee et al. (2012), Zhang et al. (2021), Fang et al. (2019), and Kaya and Karatepe (2020) conducted a study on different leadership styles associated with innovation, however, they did not extensively analyze the underlying mediating mechanisms. Mansoor et al. (2021) focused on innovation in micro and small organizations, specifically examining entrepreneurial leadership. However, their study was restricted to small enterprises. Zhang et al. (2018) demonstrated the influence of leadership on creativity by employing multilevel moderation. However, they did not thoroughly examine the effects of leadership styles, particularly inclusive leadership. Zhong, Li and Luo (2023) investigated the correlation between

leadership and innovation atmosphere, focusing especially on the hospitality industry and limiting their findings to this specific sector. Gumusluoglu and Ilsev (2009) examined the impact of organizational innovation on employees' enhancement of the current work environment through innovative practices. However, they did not consider the moderation effect of public service motivation. In the previous studies, there was a lack of understanding and investigation of how inclusive leadership affects innovative work behavior in the public sector. Moreover, there is a noticeable absence of extensive research on IL and IWB in developing nations.

This study develops a comprehension of the specific mechanism by which inclusive leadership leads to innovative work behavior. The research investigates the role of mediating elements such as autonomy and competence, as well as the leadership exchange theory and public service motivation, to understand a complex interaction. This study aims to fill the existing gaps in recognizing the impact of inclusive learning in the public healthcare system. This knowledge will enable public sector organizations to get useful insights for developing focused interventions and implementing leadership practices that adopt an innovative culture within their workforce. This, in turn, will enable them to provide more responsive and effective public services for all. The objective of this study is to consolidate current research on inclusive leadership, its influence on the innovative work behavior of public servants, and the involvement of potential moderators and mediators in this relationship. This research makes several valuable management literature contributions. First, inspecting how IL affects IWB in the public sector provides valuable insights into organizational dynamics. Second, this study adds to the leadership and innovation literature by proposing autonomy and competency as mediating mechanisms between IL and innovative work behavior outcomes. Third, theoretically investigating and demonstrating the moderating roles of public service motivation and leader-member exchange, emphasizes the contextual factors that shape IL's innovation-driving effectiveness. Lastly, this study provides empirical evidence from a developing country that enhances the understanding of how IL affects IWB in diverse public organizational settings and sheds light on these dynamics in a context underrepresented in research, influencing theory and practice.

Hypothesis Development and Framework

Innovative work behavior refers to the initiative-taking and creative efforts displayed by individuals within an organization to introduce new ideas, processes, products, or services that contribute to the organization's success and competitiveness. It involves a willingness to take risks, think creatively, and challenge the status quo to bring about positive change. Employees showing innovative work behavior actively seek solutions to problems,

experiment with novel approaches, and demonstrate a high degree of adaptability (Javed et al., 2019). The concept of innovative work behavior underscores the dynamic and proactive nature of individuals who contribute to the continuous improvement and evolution of organizations (Amabile, 2018). Innovative work behavior is purposefully creating, developing, and using the new ideal working position, team, or organization for role performance, corporation, or team benefits (Khan et al., 2020). The IWB is an extra role behavior that requires employees to reject stereotypes and go beyond conventions to find modern technologies and new working methods to achieve the organization's goals (Jinlian, 2022). Additionally, innovative and creative realities are often used interchangeably. Innovation is different from creativity in creating and executing new ideas. Innovation may also involve ideation. Inclusive leadership refers to a leader's commitment to engage and appreciate all employees while embracing their differences and similarities, which improves their ability to produce, embrace, and implement new ideas and solutions (Mahardhani, 2023).

In recent years, inclusive leadership (IL) has been characterized as the setting of leaders with the focus on facilitating belonging by ensuring diverse contributions, and it would be aided by the group members who completely contributed (Surucu, Maslakci and Sesen, 2023). However, inclusive leadership has been viewed with a greater emphasis on the specifics of facilitating and demonstrating the worth of uniqueness in promoting varied attributions. Building a friendly environment, expressing support for followers, and providing inclusive leadership would let employees feel at ease and communicate their interests. Furthermore, inclusive leadership has exhibited respect for individuals while also establishing a framework for achieving equality and justice. Inclusive leadership focuses on soliciting distinctive features, tactics and cultivating an environment that promotes diversity (Bataineh et al., 2023). However, it would be attempting to respect the employees' strengths, as well as convincing them to devote their entire selves to their jobs. Inclusive leadership has been identified as the involvement of people that increases the varied contributions and assists the team members, who have been entirely contributing significant efficiency, such as fresh ideas (Zhang et al., 2023). The first study hypothesis is developed as follows:

H1. *Inclusive leadership has been significantly related to innovative work behavior.*

Leader-member exchange (LMX) refers to the quality of the exchange relationships that have developed between leaders and followers. It would be designed with a specific supervisory role for the relationship between leaders and members that must occur within the organization (Ye and Wang, 2019). LMX has stood out among both formed and outgroups. LMX was developed

in the 1970s to highlight the dyadic link between leaders and followers. Leadership has been strongly linked to the traits of respect, trust, and mutual obligation, which have resulted in a practical connection to one another. In these interactions, leaders and followers compete with socio-emotional relationships that move with the transactional economic exchange (Elizabeth et al., 2023). Both sides build a more extended quality exchange connection to have more informed consent, which delivers the financial and non-financial support that has been increasing in the organization. These relationships had been developed as part of a partnership based on mutual trust and achieving goals and commitments with everyone to meet the work-related desires and interests of others (Guo, Jin and Yim, 2022). Similarly, LMX relationships become more important for everyone when two parties have a high-quality exchange affiliation. The second study hypothesis is developed as follows:

H2. *LMX moderates the relationship between inclusive leadership and innovative work behavior.*

Public service motivation has been defined as the degree to which employees are motivated by a desire to serve the public interest and contribute to society through their employment. PSM is related to a variety of major enterprises and people in the public sector, including job satisfaction, organizational commitments, and work effectiveness. Furthermore, the PSM may have ramifications for personnel innovation work behavior, which has been creating implications for unique ideas in the workplace (Murat, Cagri and Mustafa, 2023). The supervisor's leadership has been the most major influence on the interaction between the PSM and the IWB. Leadership is the most important aspect in determining whether personnel succeed or fail. In contrast, the PSM serves as a moderator in terms of performance management and employee motivation. Performance management has been established as the activity of seeking to link employee behavior and performance with organizational goals (Zahari, 2023). Several studies have looked at the direct and indirect effects of leadership on IWB. So far, there are limited studies that have investigated the moderating function of PSM in the link between IL and IWB (Almulhim, 2023). The PSM will serve as a moderator between the success of IL and IWB, which has relied on employee alignment to encourage leadership conduct (Qi et al., 2019). The third study hypothesis is developed as follows:

H3. *PSM moderates the significant relationship between inclusive leadership and innovative work behavior.*

Autonomy is acknowledged as a vital factor that allows employees to make choices and exert control over their duties and how they are conducted (Shakil, Memon and Ting, 2023). The transforming effect of autonomy is

significantly related to employee motivation, innovation, and overall performance. According to the research, there is a definite link between inclusive leadership and IWB, however, there are limited studies about autonomy serving as a key mediating variable in this liaison. This sense of autonomy will serve as a link between inclusive leadership and innovative work behavior. The given hypothesis is based on the idea that inclusive leadership, through the mechanism of work autonomy, has a favorable impact on the IWB. Leaders can effectively raise an employee's drive, ingenuity, and commitment to innovate by creating an autonomous work environment. Inclusive leadership not only facilitates IWB but, also actively engages people in a way that capitalizes on their characteristics and talent. This integrative approach to leadership and workplace dynamics adds to our present understanding of organizational performance and behavior. The fourth study hypothesis is developed as follows:

H4. *The rise of autonomy is moderating the important relationship between inclusive leadership and innovative work behavior among civil servants.*

Inclusive leadership increases employees' competence and self-efficacy in completing the task. Furthermore, by delegating authority to the staff, inclusive leadership encourages employees to make more independent judgments regarding their projects (Jianglin et al., 2022). Empirical results from recent research, such as COVID-19 (Li, Makhdoom and Asim, 2020), demonstrate a positive influence of various leadership styles in recognizing employee requests in uncertain settings. Leaders of high-tech entrepreneurial-based organizations achieve their objectives by discovering and developing their team members' potential abilities, and influencing their behavior, thoughts, and attitudes toward implementing new ideas (Gupta et al., 2022). Competence is analogous to self-efficacy, which was thought to be necessary for successfully conducting the desired behavior (Gong et al., 2021). The fifth study hypothesis is developed as follows:

H5. *An increase in competence mediates the considerable association between inclusive leadership and innovative work behavior among public servants.*

To close the present research gap, a conceptual framework has been developed. The proposed model includes six major components: inclusive leadership, leadership member-exchange theory, autonomy, competence, innovative work behavior, and public service motivation. The inclusion of public service incentives in this paradigm lends an unconventional perspective to the inquiry, making it more unique. The conceptual framework for the investigation is as follows:

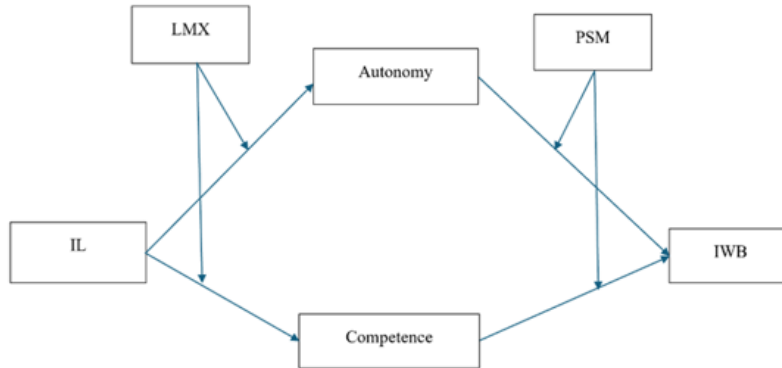


Figure 1: Conceptual Framework

Methodology

The current study employs both survey and correlational research methods. Data was gathered from public healthcare employees through a random sampling technique. A rigorous survey was conducted in December 2023 to gather in-depth information. This data collection process took approximately three months due to the time required to contact the employees and the heads of the respective departments in the targeted public hospitals. A total of 300 healthcare professionals, including 128 prominent general practitioners and 172 experts from different public hospitals participated in this survey. The study was conducted through direct, face-to-face contact and had a stunning 100% completion rate, with all respondents answering every question. Data gathering entailed compiling all study items into a questionnaire with demographic information and informed consent. Individuals' participation was entirely voluntary. All information collected was kept strictly confidential and used for research purposes only. There were no right or incorrect responses, and participants were not permitted to complete the questionnaire on behalf of others. To guarantee willingness and permission, full information about the study was included in the survey instructions. Participants who did not wish to participate could withdraw immediately. Respondents were requested to participate in the questionnaire and gave their handwritten consent. All participants provided informed consent, which ensured confidentiality and the non-disclosure of identifying information. The study used a deductive approach to research in conjunction with quantitative methodology. The data was analyzed to confirm or refute the research hypotheses. To evaluate the hypothesis, Hayes' PROCESS approach was used with Mplus statistical software. This analysis used bootstrapping to evaluate the mediation and moderation relationships in the study.

The study used 5-point Likert scales ranging from highly agreed to strongly disagree. Inclusive leadership is measured using a 12-item scale developed by (Wang and Yang, 2021). Autonomy was measured based on

Lifton and Peter's scale (Lifton, 1983), on how much employees actively shape their jobs, leverage, strengths, and interests. IWB was measured based on (Lambriex et al., 2020) scale, which was used in the current investigation. PSM was measured based on the updated scale by (Schott et al., 2019) and was used to measure the public service's distinctive need to have a substantial impact on society. Control variables such as age, gender, education, and marital status were examined for inclusion in the analysis to account for the potential influence of the link between the variables under research. This combination of leader-member exchange, inclusive leadership, and innovative behavior measures, as well as the rigor of the translation process and mediation moderation metrics, resulted in a research model with a reliable conclusion about the problematic interplay of leadership and innovative work behavior in the public sector.

Analysis and Results

All the mean values are greater than one, showing that the variables occur at higher rates. However, the SD values used as data were spread out over the different public hospitals, demonstrating the variability in these factors. Furthermore, the Cronbach Alpha value in this study is 0.859, which is greater than 0.6, indicating that this study employed all the factors optimally and future researchers can apply this model evaluation more frequently and with greater confidence. To evaluate the hypothesis effect Hayes' technique commonly referred to the use of PROCESS, a computational tool for mediation, moderation, and conditional process analysis developed by Andrew F. Hayes was utilized which was implemented in statistical software frameworks Mplus. The testing was combined with bootstrapping as PROCESS provided a powerful method to evaluate hypotheses especially related to indirect effects (mediation) and interaction effects (moderation). The impact of autonomy on IWB is quantified as a decrease, with a coefficient of -0.32380. Furthermore, the mediating effect of autonomy has a coefficient of -0.3065. The findings suggest that competence plays a mediating role in the link between IL and IWB. The model's value is estimated to be 0.6814, indicating that it explains 68.14% of the variance in the outcome variable. Furthermore, the p-value for all coefficients was less than 0.0001, indicating that the average of all coefficients had statistically significant values. The coefficient, or the total interaction in terms of the independent and mediator variables, which is not significant, provides more evidence from the mediator variable that does not have any mediating effects.

The R-squared of LMX1 is 0.6264 with a significant effect of $p=0.000$, a lower value of 0.54533871, and an upper value of 0.7256734 with significant values. LMX2 is regarded as the dependent and independent value, with the moderating effect of LMX2 resulting in a p-value of 0.58798. The p-value for

LMX3 is 0.000, with a lower value of 0.4218203 and an upper value of 0.5709286. LMX4 has a higher p-value of 0.6897805, a lower insignificant value of -.1648797, and a greater moderating value of 0.1092292 for innovative work behavior. The PSM moderating effect on inclusive leadership with the dependent role of innovative work behavior was considered to have a p-value of 0.000, but the lower values of 0.4279845 and 0.6201791 influenced the value of innovative work behavior. PSM2 considered the moderating function of inclusive leadership and IWB with a significant role of 0.000, 0.543 lower values and 0.737 upper values for innovative work behavior. PSM3 is seen to have a considerable impact on the value of 0.000, as well as the 0.4218 lower value and 0.5709 upper value.

Model 1

Table 5. Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	IL1	3.78	300	1.01	0.058
	IW1	3.55	300	1.23	0.071

Table 5 reveals that the mean value of inclusive leadership evaluated in the study is 3.78, while the average score for innovative work behavior is 3.55. This shows that the participants valued inclusive leadership slightly more than innovative work behavior. The SD shows variability of slightly higher scores with innovative work behavior, with a value of 1.230 compared to the IL2, which is 1.010, showing that there is more diversity in the response to IWB.

Table 6. Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	IL1 & IW1	300	0.605	0.000

Table 6 reveals that the correlation between IL1 and IW1 is 0.605, indicating that the two significant variables have a strong positive association. It shows that higher degrees of inclusive leadership were associated with more innovative work behavior. The significant p-value of 0.000 suggests that this link is statistically significant, implying that it was unlikely to arise by chance.

Model 2

Table 7. Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	IL2	3.48	300	1.186	0.069
	IW2	3.05	300	1.408	0.081

Table 7 reveals that the average IL2 score is 3.48, and the average IW2 score is 3.05. There is a slight difference in the average rating for the IL2, as

it is rated higher overall. The IW2 has a larger variability in scoring (1.408) than the IL2, which is 1.186, indicating a more diverse reaction for the IW2.

Table 8. Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	IL1 & IW1	300	0.015	0.802

Table 8 shows that the correlation between IL2 and IW2 is 0.015, giving a very weak but statistically significant p-value of 0.802, showing that there is no linear relationship between the two variables.

Discussion

Summary of Research Findings

This study looked at a questionnaire tailored to the personnel from the public healthcare sector. The questionnaire was distributed to 128 general physicians and 172 specialists from different hospitals. The study also examined descriptive statistics, which revealed that the sample means surpassed one, indicating higher frequencies among the variables. However, the standard deviation values were interpreted to imply data dispersion across the hospitals, suggesting heterogeneity in these variables. In terms of dependability, statistical analyses were conducted to determine the degree of variation evaluated against the scale features. Furthermore, the data show a Cronbach's Alpha value of 0.859, indicating that the variables are credible for future research. The study also used hierarchical clustering to investigate the links between the approaches' expected outputs. Furthermore, variance among these components was investigated, using Hayes' bootstrapping method to build a 5% confidence interval with M-plus software. The coefficient indicating the impact of workplace autonomy on IWB is -0.32380. Furthermore, the indirect influence of autonomy, calculated with two coefficients, is $-0.3380 \times -0.3065 = 0.1040$, indicating that autonomy has an overall effect through innovative work behavior. The testing mechanism evaluated the independent variable's importance in impacting the mediating and dependent variables. The results revealed a considerable impact on the dependent variable, but the independent variable's direct effect on the outcome, excluding the mediator role of competence, was not significant. This implies that the independent variable's influence on the result is unaffected by the mediator variable. The data show that competence is important as a mediator in the link between IL and IWB. The model's value of 0.6814 indicates that it accounts for 68.14% of the variance in the outcome variable. Furthermore, the p-value for each coefficient was less than 0.0001, indicating that the mean of all coefficients is statistically significant. The R-squared value for LMX 1 is 0.6264, indicating a significant effect (p-value=0.000). The confidence interval runs from a low of 0.54533871 to a high of 0.7256734,

indicating importance. The dependent and independent values of LMX 2 were examined, and the R-square was 0.08755. LMX 2 showed a moderating impact with a non-significant p-value of 0.58798 and an indirect effect ranging from -0.1541673 to 0.08755. LMX 3 is significant (p-value = 0.000), and the confidence interval ranges from 0.4218203 to 0.5709286. LMX 4 has a higher p-value of 0.6897805, indicating that its effect may not be significant, with a confidence interval ranging from -0.1648797 to 0.1092292. The p-value for the PSM's moderating influence on inclusive leadership regarding the dependent variable, innovative work behavior, is 0.000, indicating significance. Changes are observed at lower and upper values of 0.4279845 and 0.6201791, respectively, influencing the value of innovative work behavior. PSM 2 evaluated the same with significant values of 0.543 and 0.737. PSM 3 results in a significant impact with a p-value of 0.000 and a confidence interval influencing innovative work behavior ranging from 0.4218 to 0.5709. The relationship has been more vital for the personnel with lower PSM and weaker for personnel with higher PSM. The study calculated a hypothetical testing effect of 3.78, while the mean score for innovative work behavior was 3.55. The scoring standard deviation for IWB was larger, at 1.230, compared to 1.010 for IL2, showing greater variation in reactions to innovative work behavior. The strong positive correlation of 0.605 between IL1 and IW1 suggests a significant link. IL2 has an average score of 3.48, whereas IW2 has an average score of 3.05, indicating a slight variation in average scores, with IL2 scoring slightly higher. IW2 has greater variability, with a standard deviation of 1.408 compared to IL2's standard deviation of 1.186, implying a broader range of responses for IW2. The correlation coefficient between IL2 and IW2 is 0.015, which shows a weak, non-significant association between the two variables, as indicated by a p-value of 0.802, which rejects a significant linear correlation between the constructs.

Contribution of the Study

This research makes a substantial contribution in various areas. First, the growing understanding of leadership's critical position in public sector studies has initiated research into the complex dynamics inherent to leadership roles. As the emphasis on promoting innovation grows, experts are shifting their attention to inclusive leadership as a key driver of innovative efforts. As a result, by detecting the predictive impact of IL on IWB, this study helps to advance our understanding of the relationship between leadership and innovation by developing and evaluating models in the context of public sector organizations. Furthermore, this study adds value to the literature on the public sector by revealing the importance of autonomy and competence in moderating the relationship between IL and IWB. Likewise, this study provides novel and significant insights by revealing how IL enables

individuals to create a mentality of creativity and innovative work behavior. These inclusive leaders create an environment in which people are encouraged to identify organizational difficulties, actively seek answers, offer new viewpoints, and propose novel ideas. By cultivating an atmosphere conducive to innovation, leaders can help create a culture in which creativity thrives, leading to an improved inventive outcome within the public sector.

The study on PSM in the public sector acts as a catalyst for changing leadership perceptions and modifying organizational culture. It clarifies the challenges and issues confronting the public. Furthermore, this study makes a practical contribution to the public healthcare sector by combining these aspects into a unified framework to investigate their interactions and impact on organizational growth. It explains how traditional, top-down cultural norms remain inside public organizations, while also seeing the increasing drive toward an IL-based culture. Public sector supervisors might use the framework under consideration as a tool to stimulate innovation and apply IL in their organizations. Additionally, this model can help supervisors and administrators understand performance management approaches and their effects on innovative work behavior.

Implications of the Study

The conclusions of this study have important implications for leaders and practitioners in the public sector. These findings highlight the vital role of public sector executives and bureaucrats in actively cultivating an innovative culture among their personnel. This proactive approach is critical for maximizing the long-term growth and competitiveness of their organizations. They offer useful advice on how to create an ideal climate conducive to encouraging innovation in such organizational contexts. Expanding on these implications, fostering an innovative culture takes deliberate efforts by leaders to establish an environment in which people feel encouraged to offer ideas, experiment with new ways, and take calculated risks. Leaders should stress inclusivity, cooperation, and open communication to foster the exchange of varied perspectives and ideas, which are critical drivers of innovation. Furthermore, leaders must provide appropriate support, resources, and training to ensure that people have the skills and confidence they need to innovate successfully. Furthermore, these findings underscore the importance of organizational structures and policies that promote innovation, such as flexible work arrangements, incentive and recognition systems for innovative contributions, and opportunities for cross-functional collaboration. Understanding and employing the unique processes by which IL influences innovation enables public leaders to strategically execute strategies and initiatives that foster a dynamic and inventive workplace culture. The findings of this study highlight the critical role of leadership in shaping the innovation

landscape within the public sector, as well as providing actionable insights for leaders and practitioners looking to drive innovation and maintain competitiveness in today's rapidly changing environment. This may include initiatives to improve work-life balance, reduce workplace pressures, and provide tools for employee support and personal development. These ideas can help managers understand how to foster an innovative culture in the public sector. This understanding can pave the way for practical measures like encouraging the production of new ideas, providing chances for experimenting and learning and recognizing and honoring innovative contributions.

Policy Improvisation and Refinement

This study identifies areas within present public policy that could benefit from improvement or refinement based on our findings. Given our research findings, public groups can provide useful recommendations to the public administration. These ideas may guide how to implement specific leadership techniques that are more likely to improve and develop an environment conducive to creative work practices. This research has the potential to help public managers promote staff collaboration and teamwork. Supervisors can use these findings to create a culture that values open communication, knowledge sharing, and collaborative activities. They can also demonstrate opportunities for cross-functional collaboration, encouraging staff to work together to address difficulties and achieve common goals. Furthermore, our study provides managers with the knowledge required to empower staff and assign authority in their areas of responsibility. Managers may help employees do their jobs more effectively by providing them with the resources, training, and support they need. Furthermore, our research provides suggestions on how to encourage employees to think creatively and produce ideas for improving public services and operations. Establishing a safe environment in which employees may freely share their ideas and suggestions is critical. Furthermore, putting in place procedures to analyze and prioritize these ideas, as well as providing the necessary assistance to turn them into viable solutions, can have a substantial impact on organizational innovation. The practical application of this study is a dedication to staff development and the provision of chances for continual learning and advancement.

Conclusions

This study was designed to provide a detailed examination of the elements that influence employees' innovative work behavior in the public healthcare system. This study revealed crucial insights into the importance of autonomy, competence, and inclusive leadership in influencing innovative work behavior. This conclusion emphasized the critical significance of

autonomy, as illustrated in the alternative corporation with the IWB. Additionally, competence determines the major mediator between the independent factors and the result, emphasizing the mediator's role in promoting the relationship between the variables. Furthermore, the study investigated the moderating effect of emphasizing the impact of leader-member Exchange and PSM on inclusive leadership and innovative work behavior. These variables highlight the nuances of the relationship, indicating the impact of these underlying causes on the development of IL and IWB. The correlation analysis between inclusive leadership and innovative work behavior revealed a stronger positive association between the variables, as evidenced by variance in the average rating and diversification in response to the distinguishing qualities. These observations have provided a solid foundation for developing policies and strategies to increase the satisfaction and productivity of healthcare workers. Participation in decision-making and communication has a substantial influence on innovative work behavior. The study also recognized the importance of the LMX and PSM in influencing leadership dynamics, and it recommended more research into their subtle influence on innovative work behavior.

Limitations and Future Research Directions

It is critical to recognize several limitations inherent in the research methodology while evaluating the findings of this study. The empirical study only included a sample of the public healthcare sector. The study's generalizability can be increased by taking into consideration contextual elements such as different countries and governmental institutions, as well as accounting for cultural, social, and economic differences. Replication studies in various worldwide contexts can help to corroborate and strengthen the initial findings. Second, it is worth noting that the study used a cross-sectional design, gathering data on all dimensions at a single point in time. Future researchers may consider using longitudinal study methodologies to increase the depth and breadth of research results while also ensuring that the findings remain relevant over time. Such an approach would allow for the collection of data at numerous time points, resulting in a more comprehensive and insightful perspective. For example, returning the same dimensions after a substantial interval would ensure a fuller comprehension of the subject matter. Third, the current study provides a critical assessment of the public organizational impact of inclusive leadership. Future research may require a comparative comparison of private and public organizations, revealing differences and convergences. Finally, due to the nature of the instruments used, the current study was conducted using a quantitative approach. Future studies may consider using a qualitative research methodology or a mixed-method design to improve understanding of the subject.

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Data Availability: All data are included in the content of the paper.

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Declaration for Human Participants: This study has been approved by Ethics Committee at Shanghai Jiao Tong University, China and the principles of the Helsinki declaration were followed.

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