

The Mediating Role of Work Engagement and Work Reflection Between the Relationship of Inclusive Leadership and Work-Family Positive Spillover

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Abstract

Current study investigated a serial mediation model utilizing conservation of resources theory (COR) in which inclusive leadership predicts the work family positive spillover through work engagement and work reflection. Extending the prior research studies on work reflection, the present study intends to test the effect of resources that are created at workplace (inclusive leader behaviors and work engagement) on personal life of employees. Employees from restaurant industry were employed for this study. The analysis was performed using SPSS and SmartPLS. Correlational analysis was performed which explored the relationship between study variables. A significant positive relationship was found between inclusive leadership, work engagement, positive work reflection and work family positive spillover. Using Process Macro, serial mediation analysis was performed. The results found support for mediatory role of positive work reflection and work engagement independently in relationship between inclusive leadership and work family positive spillover. However, the serial mediation was not achieved indicating that combined effect of work engagement and work reflection did not lead to positive work family spillover. The findings suggest future directions for testing the proposed model using longitudinal analysis to better examine the relationships. Overall, the findings of this study contribute in comprehending the underlying cognitive mechanism which explain the linkage between inclusive leadership and work family positive spillover that has been discounted in prior research.

Keywords: Inclusive leadership, work family positive spillover, work engagement, work reflection, serial mediation, cognitive mechanism, conservation of resource theory.

1. Introduction

Leaders play a crucial role in life of an employee at workplace. The outcomes of individuals as well as organizations, either positive or negative, largely depend upon the type of existing leadership (Atwater et al., 2009). The trait approach to leadership and the situational leadership theory of leadership were historically the main topics of investigation on the liaison between leadership and outcomes of employees (Avolio & Bass, 2001). Organizations, however, are rapidly going global and embracing a wide range of cultures as a result of their varied workforce. Keeping in view this scenario, the emerging leaders ought to have such attitudes and management skills that align with diverse workforce organizations have today as compared to those of past era. Among various leadership types, inclusive leadership appears to be of key importance when it comes to managing diverse workforce but has been disregarded in forgoing studies when examining the connection between leadership and employee outcomes. Inclusive leadership is where leaders seek collaboration with their subordinate, communicate with colleagues and include them in decision making process (Gallegos, 2013).

There is a lack of contemporary study on how leadership affects employees' family lives. Only a few studies have looked at inclusive leadership and other leadership philosophies; these include service oriented leadership (Tang et al., 2016), authentic leadership (Zhou et al., 2019), and LMX. Experts, thus, also advocated for additional research to examine if other leadership related variables would have an impact on the success of employees' families (Zhang & Tu, 2018). This research intends to address essential shortcomings in the academic research work done on inclusive leadership. First, an extent at what inclusive leadership is able to affect non-work lives of employees and, second, the extent to which some cognitive variables appear to be involved in the very process.

The meta-analysis by Kim and Beehr (2020) unveiled that the “non-work concerns have been normally discounted” (p. 209). Also, companies face the problem of enhancing employees' work-family balance due to the rise in dual-career partners in the workforce, work role ambiguity/overload, and the blurring of gender roles, and researchers are urged to pay greater attention to work-family interface (Greenhaus & Allen, 2011; Michel et al., 2011; Liao et al., 2015; Cui & Li, 2021). The literature has emphasized a number of factors that influence employee engagement and ultimately positive spillover from work to family lives of employees. Leadership is a major factor in this perspective, among others. Despite the fact that inclusive leadership is essential in today's world of very diverse firms, it has not been linked to employee outcomes, particularly employee engagement and work family spillover especially in Pakistan. This study seeks to close this gap by emphasizing the connection of inclusive leadership, employee engagement in his work, work reflection and work family positive spillover.

Inclusive leadership provides an employee with resources such as confidence in abilities, autonomy and satisfaction, which other type of leadership styles like transformational or LMX lack (Kim & Beehr, 2019). Transformational leadership is more focused on

motivation of employees rather than resources while LMX is generally about the relationship between sub-ordinates and leader. Both of these leadership styles do not generate the resources which can be helpful for an employee in his personal life (Raghuram et al., 2015). On the other hand, empowering leadership may cause confusion and frustration in employees due to lack of guidance from superiors, especially in new recruits (Lee et al., 2016; Sims et al., 2009). Thus, making inclusive leadership to be most suited for the underlying investigation.

Kossek et al. (2011) identified that the path that help an employee to achieve work-life balance is leadership. Through the development of an ethical culture based on respect, fairness, cooperation, and accountability, inclusive leadership is predicted to increase employee engagement that ultimately results in employees having positive contemplation about job which positively impacts their personal lives as well. There is a very small amount of literature that explores the impression of inclusive leadership on positive or negative spill over from work to family domains of employees. When these important domains of life interfere or undermine each other, eminence of personal life of an employee is affected. According to Lourel et al., (2009), WFPS refers to the beneficial impact that work can have on the family domain. Positive spillover further denotes "the movement of positively valence [sic] affect, abilities from the work sphere to the household domain, hence having beneficial consequences on the household domain" (Hanson et al., 2006, p. 251). WFPS may improve performance and the ensuing satisfaction (Hanson et al., 2006). Therefore, it is expected that leadership perception and the valuable benefits of inclusive leadership in the workplace will positively flow over into the personal life.

Human resource experts constantly try to improve or enhance the resource of an employee, so that maximum capitalization of these resources and better efficiency on the part of workers could be attain. Conservation of resource theory (COR) by Hobfoll (1989) explain what these resources are and their usage. COR theory assists in developing the central idea for this research study. It describes the mechanism through which leadership is linked with work to life spillover where reflection of work plays a cognitive role. Fritz and Sonnentag (2006) referred this work reflection as thinking about incidents of workplace in personal time (family life) which can be positive or negative events impacting the feelings and emotions of an employee. According to spillover of resources model, a person's emotions in one realm can affect his life in another realm (Straub et al., 2017). The notion behind spillover theory holds that very sleek or rather no boundaries exist between work and family lives. Instead, human beings are observed to bring their cognitions, emotional facets or attitudes from workplace to their personal lives and homes (Zedeck & Mosier, 1990). Gains at work create positive emotions like satisfaction while losses at work can produce negative emotions like stress. This then reflect on the family life of an employee (Jiang & Johnson, 2018; Meier et al., 2016). Many empirical researches provide evidence that workers who are highly involved in their job work have more spillover and they reflect

more about work related incidents than less engaged employees (Sonnentag et al., 2021; Ott et al., 2019; Weigelt et al., 2019).

The study gives strong support from both academic and applied perspectives. Findings shall add value to the prevailing literature and provide critical and worthy recommendations to managers of the private sector organizations. Investigating the impact of inclusive leadership on work family positive spillover through mediatory factors of would help enrich the resource theory and work family enrichment theory. Also, it would value to the private sector which can utilize the findings in developing such practices to enhance engagement of employees through inclusive leadership to achieve not only better performance at work but also bring positivity in their family lives. It is argued that the presence of an inclusive leader can lead to beneficial outcomes in terms of work-family spillover, such as increased productivity and job satisfaction. This study aims to explore how exactly the relationship between study variables in order to better inform organizational practices. The research shall provide new directions for inclusive leadership and work-family research. If successful, this study may prompt organizations to recognize the importance of inclusive leadership and tailor their work environment to the needs of a diverse workforce and the resulting positive spillover outcomes.

The introduction is followed by literature review and theoretical framework to formulate hypothesis and explaining the model of the the current study. Then the methodology section describes the research design and methodology employed along with assessment measures. The results section gives outputs of statistical tests and the discussion part lays the in-depth analysis of these outputs. Lastly, the study also provides implications and future recommendations for researchers.

2. Literature Review and Hypothesis Development

2.1 Inclusive Leadership and Work Family Positive Spillover

Inclusive leadership has been referred to be the “words and deeds by a leader or leaders that indicate an invitation and appreciation for others’ contributions” by Nembhard & Edmondson (2006, p. 947). In the term, inclusive leadership, inclusive represents the state or capacity to congregate on a table allowing all the employees to observe and visualize the power distance of employees sitting on the table other than them and the leader is supposed to pay attention and give respect to difference of opinions existing among employees (Nembhard & Edmondson, 2006). Openness refers to a leader's willingness to listen to different perspectives and consider new ideas, while availability means that leaders are approachable and responsive to their employees. Finally, accessibility means that leaders are visible and engaged in their work, interacting with their employees regularly and providing feedback and support when needed (Carmeli et al., 2010).

In the past years, interest in examining the relationship between inclusive leadership and work-family positive spillover has grown, with many studies arguing that this relationship is mediated by organizational factors such as work engagement and work reflection.

Inclusive leadership is seen as a type of leadership that allows for the consideration of different cultural backgrounds, genders, and hierarchies, among other aspects of diversity (Bernard et al., 2020). Bernard et al. (2020) suggested that inclusive leadership can play a crucial role in promoting work-family balance, particularly for employees from diverse backgrounds who may face unique challenges in balancing work and family responsibilities. Inclusive leaders can create policies and practices that accommodate the diverse needs of their employees, such as flexible work arrangements or family-friendly benefits. This, in turn, can help reduce work-family conflict and enhance work-family positive spillover.

Correspondingly, Zhu & Chen (2022) also observed that inclusive leadership enhances work-family balance by influencing work friendliness and work engagement, thus decreasing work-family interference. Additionally, Cynder et al. (2019) studied the effects of perceived divergence of leader behavior (i.e. divergence between leader behavior and normative expectations of their cultural context) on subordinates' work-family balance, with the results suggesting that positive spillover is experienced when mastery perceptions of the leader are low and when subordinates perceive the leader's behavior as more inclusive. Inclusive leadership promotes fairness, transparency, and accountability in the workplace. Inclusive leaders ensure that everyone has access to the same opportunities and resources, regardless of their gender, race, ethnicity, religion, or sexual orientation. They strive to create a work environment where diversity is celebrated, and all team members feel valued and respected leading to the following hypothesis for study:

- *H1: Inclusive leadership has significant and positive effect on work-family positive spillover.*

2.2 Inclusive Leadership and Work Engagement

Work engagement is a crucial aspect of organizational behavior, and it has been defined as a phenomenon whereby workers are physically, cognitively, and emotionally involved in the work they do or the job they perform (Kahn, 1990). The current study operationalizes work engagement as "a positive, fulfilling, work-related state of mind which is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2006, p. 701).

Menguc et al. (2017) suggest that the magnitude of worker engagement in attaining customer satisfaction is essential for organizational success. Engaged employees are more likely to provide excellent customer service, which can lead to increased customer loyalty and repeat business. Additionally, engaged employees tend to be more creative and innovative, which can result in the development of new products or services that can attract new customers and increase profits.

Various studies conducted in past highlight the point that inclusive leaders offer their subordinates several opportunities and chances through which their skills can be advanced, their knowledge can be enhanced and they can expand their capabilities. Accordingly,

inclusive leadership can be significant in strengthening work engagement of employees because it helps in creating healthy relations at workplace at every level in the organization aiming to attain set goals and objectives for a collective benefit (Aslan et al., 2021). Social exchange theory has been widely used in earlier research to theorize the relationship between inclusive leadership and employee work engagement. By combining the theories of social information processing and person-environment fit, a study by Ping et al. (2021) advances the field of inclusive leadership research by proposing a hypothesis that explains how perceived person-job fit mediates the relationship between inclusive leadership and work engagement.

According to social interaction theory, inclusive leaders who are open, accessible and available to their subordinates provide useful resources to them. When resources are perceived to be acquired by employees, it generates a similar response from workers as well who, then, completely invest in their personalities in meeting organizational goals and involve more in their work physically and emotionally. This positive outlook towards getting resources practically make employees to be more engaged in their work. Such leaders provide much support and help to their subordinates to meet their needs (Hollander, 2012). Along with physical support or allocating resources to employees, inclusive leaders also emotionally support their workers and gain their trust and loyalty by actively looking up to fulfilling their needs and valuing their contributions in the organizations (Javed et al., 2019).

The majority of studies examining this relationship have found it to be positive in nature (Bannay et al., 2020; Bhutto et al., 2021; Carmeli et al., 2010; Chen et al., 2020; Choi et al., 2015). Engaged employees are more likely to be committed to their work, put in extra effort, and be more productive, leading to positive outcomes for the organization (Schaufeli et al., 2006; Truong et al., 2020). Henceforward:

➤ *H2: Inclusive leadership has a significant positive effect on work engagement.*

2.3 Work Engagement and Work Reflection

Engaged employees are more dedicated and committed towards their work. Being absorbed in their work, dedicated employees can think of their work more often. Experience of helping others has delayed emotional benefits. Therefore, engaged employees are more indulge in cognitive activities than less engaged employees, such as thinking about their job outside the work (Sonnentag & Grant, 2012). Positive Work Reflection (PWR) can serve as a pathway that link work and non-work experiences. The experience of employees at work can influence their behavior at home (Pierce et al., 2016). Work engagement, in turn, can lead to greater work-family enrichment, as employees who are highly engaged in their work are more likely to feel fulfilled and satisfied in their personal lives. Research has also shown that work engagement can have a positive impact on employee well-being, including increased levels of job satisfaction, lower levels of burnout, and better physical and mental health (Schaufeli et al., 2002). These benefits can translate into improved relationships with family and friends, as employees who feel fulfilled and satisfied in their

work are more likely to bring positive energy and enthusiasm into their personal lives. Moreover, a number of studies have found positive associations between work engagement and experienced work-family positive spillover (Chen & Huang, 2020; Gasparrini et al., 2020). Specifically, in a study by Gasparrini et al. (2020), results showed that work engagement positively influences work-family positive spillover and work-family balance. Hence:

- *H3: Work engagement has a (a) positive relationship with positive work reflection and (b) negative relationship with negative work reflection.*

2.4 Work Reflection and Work-Family Spillover

As the world of work changes, challenges faced by individuals between work demand and their families have also increased. Reflection of work on family life has become main concern for practitioners. Various workplaces have introduced policies that facilitate work-family integration. Work relation has been found to be related with work-family roles (Cho & Tay, 2015). Work family studies have usually focused on the negative aspect of work-family spillover like work family conflicts and difficulties associated with participation in multiple roles (e.g Eby et al., 2005). However, there is a growing awareness in the perception that work and family influence each other positively and has reciprocal effect on each other (Voydanoff, 2002). Focusing merely on the conflict between work and family creates a gap in understanding the interface between work and family (Parasuraman & Greenhaus, 2002; Rothbard, 2001). Past studies proved that positive work family spillover is essential to enhance the subjective well-being of the society (Cho & Tay, 2015).

Studies have shown that positive WFS is associated with higher levels of life satisfaction beyond the scope of health and income (Cho & Tay, 2015). Furthermore, research has found that individuals who perceive a greater degree of work-family spillover, whether positive or negative, tend to have higher levels of work engagement and job satisfaction. Thus,

- *H4: (a) Positive work reflection is positively related to WFPS (b) negative work reflection is negatively related to WFPS.*

2.5 Theoretical Framework

The Conservation of Resources (COR) theory posits that individuals strive to obtain, retain, and protect valuable resources that are important to them. These resources can be personal (e.g., self-esteem, optimism) or external (e.g., social support, financial stability). According to this theory, individuals with high levels of personal and professional resources are better equipped to cope with stressful situations and are more resilient in the face of adversity (Hobfoll, 1989). In the context of work and family roles, individuals with high levels of personal and professional resources may be better able to balance the demands of both domains. Research has shown that individuals with high levels of personal resources, such as self-esteem and optimism, are more likely to experience higher levels of

work-family enrichment (Allen et al., 2015). This is because they have greater psychological resources to draw upon, which allows them to better manage the demands of work and family roles.

Similarly, individuals with high levels of professional resources, such as job autonomy and social support from colleagues, are also more likely to experience higher levels of work-family enrichment (Greenhaus & Powell, 2006). This is because they have greater control over their work schedules and have access to resources that can help them manage work and family responsibilities.

Additionally, a person's experiences at work are influenced by work resources, and these experiences can affect feelings after getting off work. Bakker and Geurts (2004) proposed dual model of work-home interference, and found that job demands are primarily relation to feeling of exhaustion whereas job resources influence work-family flow. Sufficient resources produced positive energy and behavior which cause employees to return home with favorable and optimistic attitude. Consistent with the COR Gain Cycle (Hobfoll, 1989), this study argue that a positive work reflection should result in an increase in personal psychological resources that help to effectively fulfill the family responsibilities. Achievement at work improve an employee's personal resources such as self-esteem and positive attitude, consequently employee use these personal gains in another domain such as family. This improves the family life of an individual through spillover effect (Grzywacz & Marks, 2000).

According to the Conservation of Resources (COR) theory, individuals strive to acquire and protect valuable resources, such as financial security, social support, and job autonomy which are important for their well-being (Hobfoll, 2011). Additionally, the study also employed work family enrichment theory to help explain the positive spillover through inclusive leader behaviors. According to Wayne (2009) and Masuda et al. (2012), WFPS happens when workers bring their work gains into the family realm, whereas work family enrichment happens when the same work gains improve the quality of life at home. The notion of work-family enrichment states that a leader can have a good influence on an employee's family life through either the instrumental or the affective route (Greenhaus & Powell, 2006; Zhang & Tu, 2018). Employees can generate WFPS by transferring the viewpoints, beliefs, and information they acquired from their inclusive leaders into their family domain through the instrumental approach. Regarding the second approach, or the affective one, inclusive leadership may encourage followers to feel good about themselves (Choi et al., 2015; Tran & Choi, 2019), which in turn causes them to feel good about themselves in the family domain, producing WFPS. The positive affect generated by psychological resources (such as positive work reflection) at work is linked to an outward focus of attention, which in turn promotes loving and caring interactions at home.

Precisely, work reflection impact work-family spillover. COR theory (Hobfoll, 1989) and work family enrichment theory (Carlson et al., 2006) describe resource flow through cognitive activities that is thinking about work during non-working hours, hence WFPS

begins with resources that are created in workplace. This study assumes that positive work reflection impact WFS positively and negative work reflection cause negative WFS.

2.6 Serial Mediation Model

The current study proposes a serial mediation where inclusive leadership leads to work engagement, which in turn affects the work reflection (positive or negative) and subsequently work family positive spillover. The proposed model for this study involves multiple mediation effects. Thus, the current study would test main hypothesis H4 and four other specific hypotheses embedded in the model; H5 (a), H5 (b), H6 (a) and H6 (b).

The study would explain the link between inclusive leadership and work family positive spillover or show how inclusive leadership leads to work family positive spillover using mediators by testing the following hypothesis:

- *H5: Inclusive leadership is related to WFPS through serial mediating effects by work engagement and then (a) positive work reflection (b) negative work reflection.*

As work engagement represents a state with larger personal resources enhanced by inclusive leadership, it leads to more involvement of employees in the work they perform (Arshad et al., 2021; Kim & Beehr, 2019). This is consistent with what COR theory postulates; thinking revitalized by, devoted to, and completely absorbed in one's work that is work engagement, can be thought of an event of work generating resources like positive states corresponding to elicited cognitive mood (Edwards & Rothbard, 2000). Hence, workers are expected to carry this positive state to their home or non-office hours reflecting high on things that are positive as compared to those activities that are negative or bad. So another mediation effect was hypothesized in the model that:

- *H6: (a) Positive work reflection mediates the link between inclusive leadership and WFPS, and (b) negative work reflection mediates the link between inclusive leadership and WFPS.*

Lastly, consistent with conservation of resources theory, such behaviors exhibited by inclusive leaders make space for employees where they generate more resources for doing job and feel their work to be meaningful (Kim & Beehr, 2019). Thinking positive about their job and work stems from work engagement and through this mechanism, work family spillover takes place. Hence, we propose in our model that:

- *H7: Work engagement mediates the links of inclusive leadership with work-family positive spillover.*

The model is shown below:

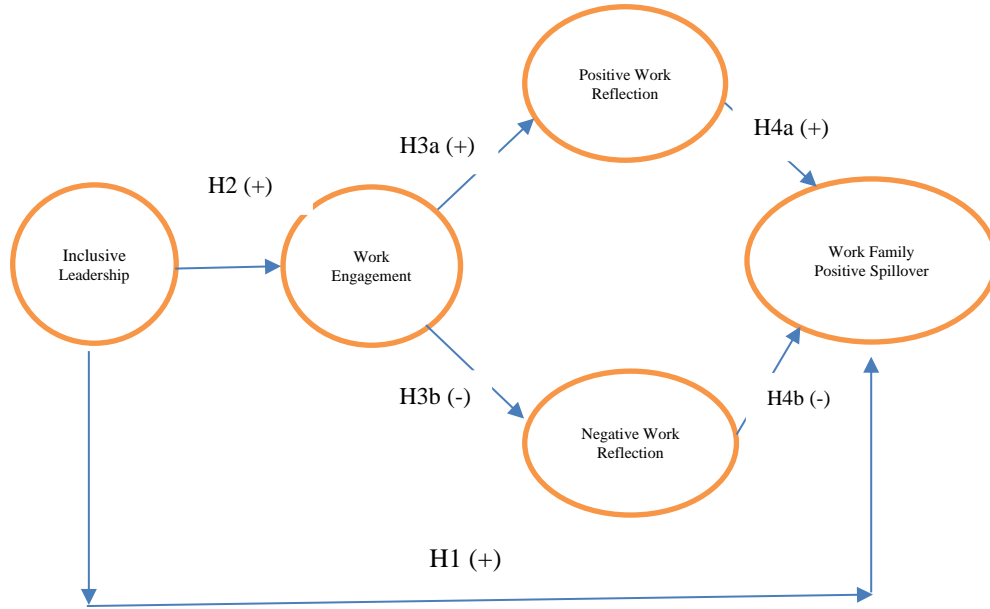


Figure 1: Serial Mediation Model for the Study

3. Research Methodology

A structure or a design is imperative for a research work as it lays the foundation for the flow of the research process (De Vaus, 2001). Correlational research design was used in this study employing quantitative survey research method that stems from positivist approach. Correlation and serial mediation analysis were performed to test the hypothesis.

3.1 Population, Sample and Sampling Technique

The foremost step of data collection is to identify the people or organization that will help you answer your research questions. The target population for this research were employees from restaurant industry. The sample size for current study was calculated using G power analysis. The current study retained two hundred and twenty-one (N=221) employees from top 20 fine dining restaurants in Lahore, Pakistan after removing problematic responses from a total obtained sample of 225 respondents who were all males.

Nonprobability convenience sampling technique was used to recruit the participants. Convenience sampling is a non-probability sampling strategy in which units are chosen for inclusion in the sample because they are the most easily accessible to the researcher (Etikan et al., 2016).

3.2 Data Collection Method

3.2.1 Survey Method

The present study utilized questionnaires as data collection method. Surveys are commonly administered online or in-person, and are designed to be completed anonymously to encourage respondents to answer questions honestly. The survey is structured to include closed-ended questions with predetermined response options, as well as open-ended questions to allow respondents to provide additional information and insights.

3.3 Assessment Measures

3.3.1 Inclusive Leadership

The Inclusive Leadership Scale was used to assess the level of inclusive leadership (Carmeli et al., 2010). The scale consists of nine items which measure three dimensions including openness, effectiveness and accessibility. Each item is scored on a 5-point Likert scale, ranking from 1 “strongly disagree” to 5 “strongly agree.” Higher score indicates higher levels of inclusive leadership.

3.3.2 Work Engagement

Work engagement was measured with the 9-item ($\alpha = .94$) scale by Schaufeli et al. (2006). It consists of three dimensions; vigor, dedication and absorption. Each dimension is represented by three items. Each item is scored on a 5-point Likert scale, ranking from 1 “strongly disagree” to 5 “strongly agree.” Higher score indicates higher levels of work engagement.

3.3.3 Positive and Negative Work Reflection

Positive and Negative work reflection were assessed with three items adapted from Fritz and Sonnentag (2006) reflection about vacation scales. Although reflection is not itself a resource, it can be affected by or affect resources (i.e., enhance or consume resources). Respondents were asked to indicate how much they thought about their work in a positive or negative manner on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

3.3.4 Work Family Positive Spillover

WFPS was assessed with eleven items ($\alpha = .90$) from Hanson et al. (2006). It includes three dimensions: affective positive spillover, behavior-based instrumental positive spillover (e.g., “Successfully performing tasks at work helps me to more effectively accomplish family tasks”), and value-based instrumental positive spillover (e.g., “Values that I learn through my work experiences assist me in fulfilling my family responsibilities”) rated on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree).

3.4 Statistical Analyses

Quantitative data analysis stems from its positivist approach (Cohen et al., 2007). Statistical analysis of data helps to bring meaning and leads to interpretation to mere numbers. Statistical package for Social Sciences- SPSS was used for descriptive and inferential

analysis. Descriptive analysis was done as part of preliminary analysis, where the statistical tests describe the given numbers as a summary of frequencies or percentages (Cohen et al., 2007). Normality of factor analysis was performed using principal component analysis and Varimax rotation. To determine multivariate outliers, Mahalanobis Distance analysis was performed in SPSS. The reliability of scales was also determined. Pearson product moment correlation analysis was then used to explore the relationship between the study variables; Inclusive leadership, work engagement, work reflection (positive and negative), and work family positive spillover. A serial mediation analysis was then performed to test the model using Process command (Model 6) on SPSS.

4. Data Analysis and Results

This section aims to investigate the relationship between inclusive leadership, work engagement, work reflection and work family positive spillover. EFA was performed and Descriptive statistics were used for data analysis which consisted of Mahalanobis Distance analysis to check the normality of the data and reliability coefficients for study variables, Pearson product moment correlation analysis to explore the relationship among the study variables among restaurant staff (waiters) and serial mediation analysis to test the model using Process command on SPSS. The Mahalanobis Distance analysis was performed to identify multivariate outliers. No outliers were identified as all values were above 0.001.

4.1 Psychometric Analysis

Table 1 demonstrates the results of normality and reliability analysis for scales used in the study. Univariate normality analysis confirmed that all the scores were normally distributed. According to Megan et al. (2013), if values of skewness fall between -1 and $+1$, then kurtosis should have a range of -3 to $+3$. Skewness and kurtosis values of all variables fall under the given range so all variables are proved to be normally distributed. Additionally, Mahalanobis Distance analysis also confirmed the normal distribution of the data identifying no potential outliers.

After establishing that variables are normally distributed, reliability test was conducted. Reliability score for inclusive leadership (.85), work engagement (.91), positive work reflection (.62), negative work reflection (.61) and work-family positive spillover (.90) are between acceptable levels (i.e. 0.6-0.7). According to Hair et al. (2013), general accepted rule is that Cronbach Alpha value of 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or greater a very good level. Under this condition, we can assume these slightly low reliability values of Reflection Scale to be acceptable so further analysis can be performed. To establish validity, SmartPLS4 was used. The Average Variance Extracted (AVE) values for all the variables are given below in the table. The values were not all above .5 which is the standard cut off for construct validity. However, the values close to 0.4 are acceptable if the condition that composite reliability appears above 0.6 is fulfilled (Fornell & Larcker, 1981). For the current sample, all constructs showed composite reliability higher than 0.6.

Table 1: Psychometric Properties of Scales Used in the Study (N = 221)

| Variables | K | Range | Skewness | Kurtosis | α | AVE |
|--------------------------------|----|-------|----------|----------|----------|-----|
| Inclusive Leadership | 9 | 18-43 | -.02 | -.83 | .85 | .41 |
| Work Engagement | 8 | 11-38 | -.99 | .11 | .91 | .34 |
| Positive Work Reflection | 3 | 4-12 | -.27 | -.29 | .62 | .40 |
| Negative Work Reflection | 3 | 3-14 | .58 | -.13 | .61 | .57 |
| Work Family Positive Spillover | 11 | 14-50 | -.57 | -.60 | .90 | .50 |

Note. k=number of items; α = Cronbach alpha; AVE = Average Variance Extracted

4.2 Correlation Analysis

Pearson's correlation test is conducted to find the relationship between inclusive leadership, engagement, work reflection and work-family positive spillover.

Table 2: Correlation Matrix for all the Variables Used in the Study (N =221)

| Variables | M | SD | 1 | 2 | 3 | 4 | 5 |
|-----------|-------|------|--------|--------|--------|--------|---|
| IL | 30.13 | 6.05 | - | | | | |
| WE | 27.08 | 7.23 | .23** | - | | | |
| PWR | 9.10 | 1.56 | .21** | .11** | - | | |
| NWR | 7.49 | 2.43 | -.27** | -.13** | -.26** | - | |
| WFPS | 34.07 | 8.01 | .26** | .25** | .32** | -.24** | - |

Note ***p < .001

The results of correlation analysis show that inclusive leadership is strongly correlated with work engagement, positive work reflection and work-family positive spillover. However, negative work reflection has a negative and significant correlation with inclusive leadership ($r = -.27$, $p < .01$), work engagement ($r = -.13$, $p < .01$) and work family positive spillover ($r = -.24$, $p > .01$).

4.3 Confirmatory Factor Analysis (CFA)

Confirmatory Factor analysis was run using SmartPLS version 4. Before running CB-SEM model, PLS-SEM model was run to investigate the Common method bias. A VIF value greater than 3.3 indicates pathological collinearity highlighting the fact that the model of study is subjected to common method bias. Therefore, if all values of VIF in the inner model occur below 3.3, the model is free from common method bias (Kock, 2015). For current study, all values were found to appear below 3.3. After checking for any common

method bias, CFA model was run and analysis was performed. The model for confirmatory factor analysis is given below.

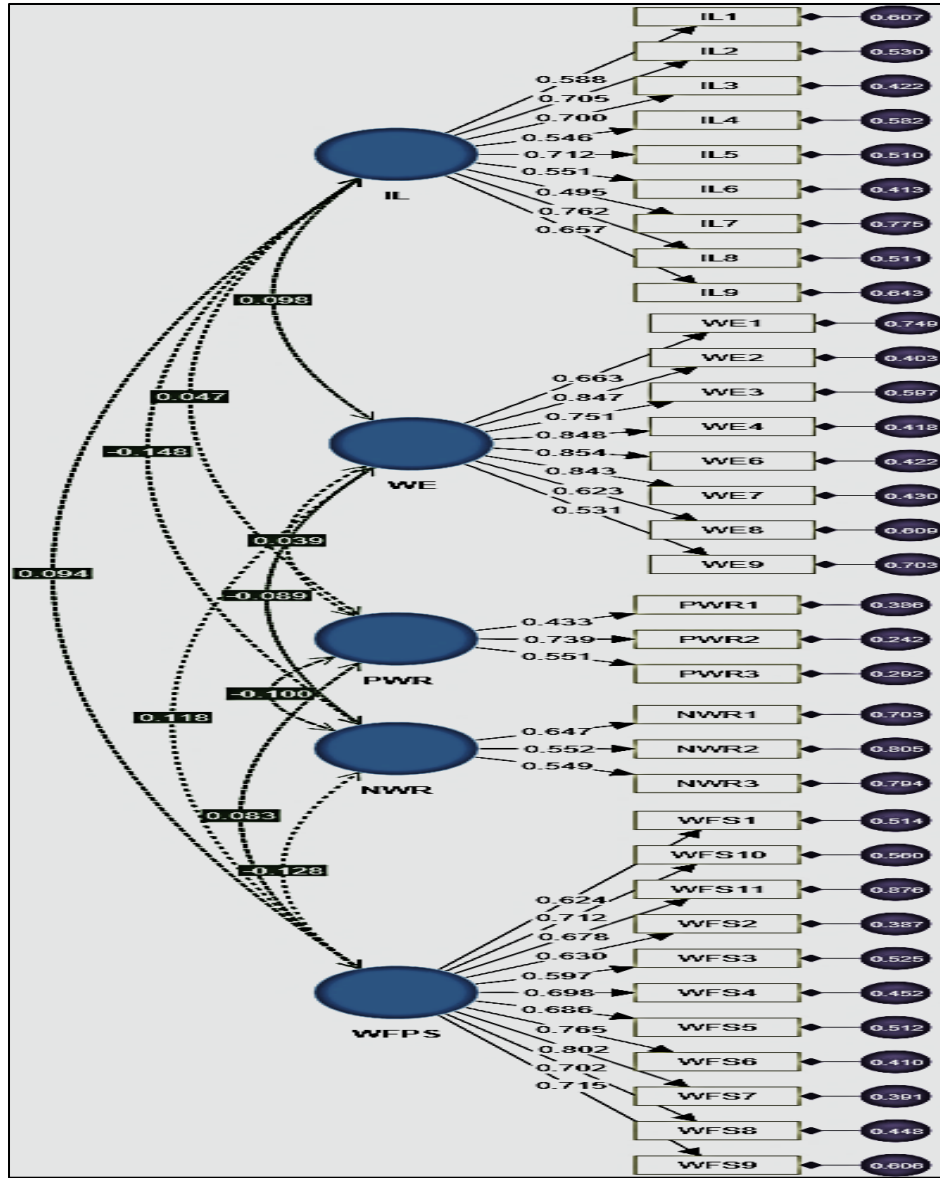


Figure 2: Confirmatory Factor Analysis (CFA) Model

Table 3: Goodness-of-Fit Indices for Model

| Model | χ^2 / df | GFI | NFI | CFI | RMSEA |
|--------------|---------------------------------|------------|------------|------------|--------------|
| | 2.2 | 0.80 | .72 | .82 | .07 |

Since Chi-square fit statistic is affected by sample size, the preferable option is to examine the ratio of chi-square statistic to the respective degrees of freedom (χ^2 / df) (Wheaton et al., 1977). A ratio of < 3 indicates a superior fit between the hypothesized model and the sample data (Muller, 1994) and current study showed a ratio value of 2.2 which is within acceptable range. It has been proposed that RMSEA values less than 0.05 are considered good and value between 0.05 and 0.08 is considered to be acceptable (Fabrigar et al., 1999; Portela, 2012). Therefore, the RMSEA value of 0.07 in the current sample specifies an acceptable fit. The GFI value of this sample, 0.80, is below the cut off value of 0.9, but it is close to the acceptable value. Also, GFI and AGFI values are dependent on the sample size so they may vary and GFI value slightly below 0.9 might be due to small sample size in the current study (Mulaik et al., 1989). The CFI value of 0.82 is close to 0.9, which shows a relatively good fit (Bentler et al., 1990). The other fit indices, NFI, should be over 0.8 for a good fit (Bentler et al., 1990), but in this sample, it is close to cut-off value (0.72) so this sample has an acceptable fit to the 5-factor model.

The model 1 (Figure 1) and hypothesized model with 5 factors and 34 items showed a good fit to our sample ($CFI > .80$) and all assumptions were fulfilled. Moreover, this model contained all items with loadings of > 0.60 (Muller, 1994). Additionally, steps were taken to check if model fit indices improve. Reviewing Residual Covariance and item deletion with factor loadings below .5 were employed. However, none of the methods improved model fit indices so the original statistics were retained along with the items with factor loadings below .5.

4.4 Serial Mediation Analysis

The results of the first serial mediation model are shown in Table 4. The analysis was carried out through Process Macro in SPSS.

Table 4: Direct and Indirect Effects of Inclusive Leadership on WFPS through Work Engagement and Positive Work Reflection

| Variable/Effect | β | SE | <i>t</i> | <i>p</i> | LLCI | ULCI |
|------------------------|---------|-----|----------|----------|--------|-------|
| Direct Effect | | | | | | |
| IL→WE | .28 | .08 | 3.48 | .000 | | |
| IL→PWR | .05 | .02 | 2.84 | .005 | | |
| WE→PWR | .01 | .02 | .94 | .34 | | |
| IL→WFPS | .23 | .09 | 2.65 | .008 | | |
| WE→WFPS | .20 | .07 | 2.84 | .005 | | |
| PWR→WFPS | .34 | .33 | 4.12 | .000 | | |
| Indirect Effect | | | | | | |
| IL→WE→WFPS | .06 | .03 | | | .0442 | .2286 |
| IL→PWR→WFPS | .07 | .03 | | | .0140 | .1317 |
| IL→WE→PWR→WFPS | .01 | .01 | | | -.0055 | .0193 |

Table 4 presents the findings of the study, which shows that inclusive leadership is found to be strongly related to work engagement ($\beta = .28, p < .01$), which signifies that H0 is rejected and inclusive leadership has a positive impact on work engagement. Additionally, inclusive leadership also has a positive and significant impact on positive work reflection ($\beta = .05, p < .01$). Inclusive leadership and work engagement have a strong and significant direct impact on work-family spillover ($\beta = .20, .34$ respectively, $p < .01$). Table 4 also displays the results of the indirect impact of X on Y. First mediation (IL-WE-WFPS) is proved to be significant ($\beta = .06, LLCI = .0442, ULCI = .2286$), which means H7 is supported. Work engagement mediate the relation between inclusive leadership and positive work-family spillover. Similarly, second mediation (IL-PWR-WFPS) proved to be significant as well with β -value .07, which means H6a is supported. However, serial mediation was found to be insignificant ($\beta = .01, LLCI = -.0055, ULCI = .0193$). Therefore, H5 was not supported.

Table 5: Direct and Indirect Effects of Inclusive Leadership on WFPS through Work Engagement and Negative Work Reflection

| Variable/Effect | β | SE | t | p | LLCI | ULCI |
|------------------------|---------|------|-------|------|--------|-------|
| Direct Effect | | | | | | |
| IL→WE | .28 | .08 | 3.49 | .000 | | |
| WE→NWR | -.02 | .02 | -1.03 | .302 | | |
| IL→WFPS | .24 | .09 | 2.67 | .01 | | |
| WE→WFPS | .21 | .07 | 2.85 | .01 | | |
| NWR→WFPS | -.56 | 2.17 | -2.59 | .01 | | |
| Indirect Effect | | | | | | |
| IL→WE→WFPS | .06 | .03 | | | .0092 | .1207 |
| IL→NWR→WFPS | .05 | .03 | | | .0080 | .1225 |
| IL→WE→NWR→WFPS | .003 | .005 | | | -.0028 | .0161 |

The results for the second serial mediation model are presented in table 5. In the second serial mediation model, inclusive leadership is found to have a direct impact on work-family positive spillover ($\beta=.24$, $p < .05$). Work family positive spillover and work engagement has inverse relationship with negative work reflection. It means due to inclusive leadership; negative work reflection will decrease and more engaged employees will have less negative work reflection. Additionally, direct effect analysis prove that negative work reflection will decrease work-family positive spill over ($\beta = -.56$, $p < .05$). The results of the indirect impact of X on Y show that work engagement does mediate the relationship between inclusive leadership and work-family positive spillover ($\beta=.06$, LLCI=.0092, ULCI=.1207). The indirect relationship between inclusive leadership and work-family positive spillover through negative work reflection is significant ($\beta = .05$, LLCI=.0080, ULCI=.1225). Serial mediation results prove that work engagement and negative work reflection does not mediate the relation between inclusive leadership and work-family positive spillover ($\beta = .003$, LLCI= -.0028, ULCI=.0161). Thus, Hypotheses H5b is not supported.

5. Discussion, Recommendations and Conclusion

5.1 Discussion of the Findings

Primarily, the motivation to conduct the current study aroused from the need to evaluate and explore the effect of inclusive leadership on work family positive spillover, and the mediatory role of work engagement and work reflection (positive and negative) on link

between inclusive leadership and work family positive spillover in restaurant industry where research of this kind is rare. So, a sample of 221 employees (waiters, order taker, receptionist) from fine dining restaurants of Lahore served as participants of this study and filled the questionnaire whose results were then analyzed.

The results indicated that inclusive leadership had a significant and positive relationship with engagement of employees with their work, meaning that increase in inclusive behaviors of leaders promote the engagement of employees with their work. The results are consistent with past literature studying this relationship (Bannay et al., 2020; Bhutto et al., 2021; Carmeli et al., 2010; Chen et al., 2020; Choi et al., 2015;). Consistent with the theoretical perspective emerging from social interaction theory, the results of current study also demonstrate that when leaders are inclusive in nature, and they are open and accessible to their subordinates, employees get beneficial resources which help them manage their family life conflicts in more efficient way leading to work family spillover. The employees also use these resources for their personal development and development of knowledge and skills (Bannay et al., 2020). Additionally, these beneficial resources provided by leaders help to encourage employees to efficiently perform their job duties leading to more engagement in work (Choi et al., 2015; Jalil, 2017; Strom et al., 2014).

One of the major purposes of carrying out current research was to test the mediating effects of work engagement and work reflection in the association between inclusive leadership and work family positive spillover. The study, contrary to the proposed model, gave insignificant results leading to no mediation. The direct effect was highly significant, though.

According to the model, the paths from inclusive leadership to work engagement and work family positive spillover, work engagement to positive work reflection, and positive work reflection to WFPS were all highly significant and in the hypothesized direction. As per the Conservation of Resources theory, resource gains of employees from their leader's inclusive behaviors helps to predict the work family positive spillover. This is the relationship that has been understudied largely. The findings from the current study gave support for COR theory as well as how work family enrichment theory helps in determining the direct effect of inclusive leadership on work to family spillover of employees largely understudied previously.

Past studies have not examined the cognitive mediators such as work reflection (positive and negative). Such cognitive processes do interfere with work-family interface of people because people are, in actual, emotional and cognitive beings. So the study employed COR theory which gives explanation for many of these cognitive resources (e.g., employees' energy or psychological mood states) achieved through inclusive leadership that can be improved or consumed during reflection. Inclusive leadership was found to have a direct effect on work family positive spillover when studied along with mediators. Previous literature suggests that engagement is related to behaviors of their leaders (Kim & Beehr, 2020; Lee et al., 2019). We assumed that when leaders have concern for their workers,

motivation of employees is enhanced which promote work engagement. This also leads to more positive work environment. Workers coming back to home experience positive states causing positive spillover.

Positive and negative work reflection were not assumed to be the resources in this study having basis in COR theory but they were assumed to be the cognitive variables that can transfer the resources gained by work engagement to family life of employees. So more research study is required to test the effect of both cognitive reflections of work (positive and negative) on work family spillover so that COR theory can be modified to explain that positive cognitions prove to be more important than negative cognitions.

The mediation hypotheses (H5a and H5b) were not supported in the findings. The study found no serial mediation among the study variables. While work engagement and positive work reflection were chosen as mediators in the serial mediation model, it is possible that there are other variables that play a more significant role in mediating the relationship between Inclusive Leadership and Work Family positive spillover. Exploring additional variables that could potentially act as mediators might provide a clearer understanding of the relationship. Additionally, although a sample size of 221 is reasonable, it is possible that it might not be sufficient to detect small indirect effects accurately. With a larger sample size, the statistical power would increase, allowing for more precise estimation of indirect effects. Consideration should be given to the possibility that the sample size might have influenced the significance of the indirect path. The characteristics of the sample, limited to restaurant waiters in Lahore, might not be fully representative of the broader population. The homogeneity of the sample could have affected the generalizability of the findings and limited the statistical power to detect significant mediation effects.

Also, relationships between variables in organizational research can be complex and influenced by multiple factors. It is possible that the relationship between Inclusive Leadership, work engagement, positive work reflection, and Work Family positive spillover is influenced by other variables or contextual factors not considered in the study such as Bao et al. (2022) found that the relationship between inclusive leadership and work engagement is also influenced by person-job fit. Similarly, a study by Zhu and Chen (2022) denoted through their research that inclusive leadership leads to work family spillover which furthers improves or enhances the family performance of employees as well. Owing to these research studies, it can be concluded that there are many other factors which intervene in the studied relationship in the current research which are not considered and could elaborate the insignificant serial mediation results. Further research or qualitative exploration might be needed to uncover these complexities.

Correspondingly, the specific context of the study, which focuses on restaurant waiters in Lahore, could introduce unique dynamics that influence the relationships between the variables. Cultural, organizational, or occupational factors within the restaurant industry in Lahore may impact how inclusive leadership, work engagement, positive work reflection,

and work-family positive spillover interact. These contextual factors might have influenced the results and contributed to the insignificant serial mediation effects. Flexible work arrangements, such as telecommuting, flexible working hours, or compressed workweeks, have been shown to facilitate work-family positive spillover. Research by Allen et al. (2015) found that greater flexibility in work arrangements was associated with higher levels of positive spillover. Some similar other variables as identified by past research studies such as job satisfaction (Kossek & Lee, 2017) and organizational support (Matthews et al., 2010) had been found to mediate the relationship between inclusive leadership and work-family positive spillover. Similarly, the relationship between inclusive leadership and work engagement is found to be mediated by psychological safety at workplace. If employees feel psychological safety in inclusive environment at workplace, work engagement of those employees is achieved at a much better pace than those who do not feel psychologically safe at their workplaces (Siyal, 2023).

As a psychological state, work engagement can be affected by the work environment and change over time (Sonnetag et al., 2010), suggesting it is better to examine work engagement as a medium- or long-term consequence instead of using one-time surveys (Storen, 2017; Xanthopoulou et al., 2012) which was discounted in the current research.

Taking into consideration all these possible factors and undertaking these variables in future research can help explain the insignificance of results in current study for the proposed serial mediation.

5.2 Implications of the Study

5.2.1 Theoretical Implications

This research contributes to the field of inclusive leadership literature by establishing its relationship with work engagement and work reflection. It highlights the importance of leaders' inclusive behaviors in promoting positive work-related outcomes for junior staff in the restaurant industry. The study advances literature on inclusive leadership filling the gap as the existing body of collected works focuses mostly on the impression of inclusive leadership in the workplace, ignoring its effects on families. This oversight is regrettable because family is the most prominent area and has a big impact on workers, counting their well-being and work manners (Zhu et al., 2019; Ye et al., 2021).

Previous studies have taken into account only social exchange theory, LMX or social information processing theory (e.g Siyal, 2023) in explaining the relationship of inclusive leadership with employee outcomes. The current study employed COR theory and work family enrichment theory which gave useful insights into the underlying mechanism. The study gives new directions in terms of theoretical perspectives by taking into account these theories in explaining the relationship between inclusive leadership and work family spillover.

Also, the study sheds light on the factors that mediate the relationship between inclusive leadership and work-family positive spillover. This adds to the existing literature on work-

family balance and provides insights into how leadership practices can influence employees' experiences at the interface of work and family.

By exploring the mediating roles of work engagement and work reflection, this research gives more empirical evidence and deepens the understanding of how inclusive leadership operates in the restaurant industry context. It highlights the psychological and cognitive processes through which inclusive leadership impacts employee experiences.

The research conducted in Lahore, Pakistan, offers a unique perspective on the effects of inclusive leadership in the specific context of the restaurant industry. It underscores the relevance of considering cultural and organizational factors when examining the impact of leadership practices.

5.2.2 Practical Implications

Organizations in the restaurant industry can use the findings to design and implement training programs that foster inclusive leadership behaviors among managers and supervisors. This can enhance employee engagement and overall job satisfaction while promoting a positive work environment. The study emphasizes the significance of work engagement in facilitating the positive spillover between work and family domains. Employers can encourage employee involvement and enthusiasm in their tasks by providing support, recognition, and opportunities for growth and development.

Organizations can promote work reflection among junior staff by encouraging regular debriefing sessions or setting aside time for self-assessment and learning. Reflection can help employees gain insights into their experiences, leading to improved work-family balance. Employers in the restaurant industry can introduce family-friendly policies, such as flexible work hours or remote work options, to facilitate positive spillover from work to family. This can reduce work-family conflicts and improve overall well-being. Recognizing the importance of inclusive leadership in facilitating positive spillover, organizations should provide support mechanisms for both work and family domains. This could include counselling services, family support programs, or employee assistance programs.

Given the context of Lahore, Pakistan, it is crucial for leaders to be culturally sensitive in their approach. Understanding local norms and values can help leaders effectively implement inclusive practices and build strong relationships with junior staff.

5.3 *Limitations and Recommendations for Future Research*

The study is limited to restaurant waiters in Lahore, which may restrict the generalizability of the findings to other occupations or geographical locations. Since the study focuses on restaurant waiters in Lahore, future research could replicate the study in different contexts, such as other industries or professions, and in different geographical locations. This would

help establish the generalizability of the findings and understand if the relationships hold true across various settings.

The study employed convenience sampling method to recruit participants so there is the possibility of a selection bias. The study uses a cross-sectional design where it can only establish associations between variables at a specific point in time. Longitudinal or experimental designs can appear to be more appropriate for investigating causal relationships and capturing changes over time. Some prior research has studied such relationships using time lagged research method (e.g Bao et al., 2022; Zhu & Chen, 2022; Siyal, 2023) while the current study did data collection at one point in time (cross sectional research method) which could have interfered in getting the desired serial mediation. This could be considered in future research and data could be collected at different time intervals.

Comparing the results of the study across different groups within the sample, such as different age groups or genders, could provide insights into potential variations in the relationships. Understanding whether the effects of inclusive leadership and mediators differ among different subgroups would help identify specific areas for intervention or improvement.

Considering the hierarchical nature of the restaurant industry, future studies could explore multilevel analysis by examining the effects of inclusive leadership, work engagement, and positive work reflection at both the individual and organizational levels. This would help differentiate the impact of leadership practices at the individual level from the overall organizational climate.

Based on the findings of the study, organizations could develop intervention and training programs aimed at fostering inclusive leadership behaviors which focus on enhancing leaders' abilities to create an inclusive work environment that promotes work engagement and positive work reflection, ultimately leading to positive work-family spillover. Evaluating the effectiveness of such interventions would be valuable for organizations seeking to implement evidence-based practices.

5.4 Conclusion of the Study

The current study helps to provide vital insights into the work family positive spillover effect of inclusive leadership. Utilizing conservation of resources theory, the study intended to unveil the cognitive mechanisms stating that enhanced motivation or engagement in work and increased reflection about work mediates the link between inclusive leadership and work family positive spillover. When employees are free, they appear to be reflecting positively about their work experiences. Generally, inclusive leaders can prove to be useful source of making the family life of employees better by assisting employees to balance their both work and life domains. The earlier literature shows studies that paid attention towards organizational outcomes evident from meta-analysis by Kim et al. (2018) and Lee et al. (2016) but the current study took a dig at the vital role played by

inclusive leadership in work family interface. It helped in advancing the literature on inclusive leadership and work family spillover. So, the findings of this study would help leaders know how they can enhance the professional as well as personal lives of their employees/subordinates. Individuals with tendencies to be inclusive leaders shall be hired at supervisory positions if work-family balance is to be achieved on part of workers at organization. The mediating role of work engagement and positive work reflection could not be achieved. However, work engagement and work reflection independently mediated the relationship between inclusive leadership and work family positive spillover which suggest that these variables do contribute to work family positive spillover.

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