



How to Cite This Article: Jabeen, S., Anwer, K., & Umer, M. (2023). Measuring the Relationship between Eudaimonic Well-Being and Leaders' Inclusive Behaviour: A Case Study of Organisations in Pakistan. *Journal of Social Sciences Review*, 3(1), 162–177. <https://doi.org/10.54183/jssr.v3i1.146>



Measuring the Relationship between Eudaimonic Well-Being and Leaders' Inclusive Behaviour: A Case Study of Organisations in Pakistan

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Vol. 3, No. 1 (Winter 2023)

Pages: 162 – 177

ISSN (Print): 2789-441X

ISSN (Online): 2789-4428

Key Words

Leader's Inclusive Behaviour, Sense of Belongingness, Eudaimonic Well-being

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Abstract: Employee well-being and organisational performance have been linked to leaders' inclusive behaviours. The primary objective of this study was to examine the impact of a leader's inclusive behaviour on employees' well-being (eudaimonic) and the mediating role of a sense of belongingness. The target population was taken from different organisations of various sectors through non-probability sampling (convenient). SEM's (structural equation modelling) partial least square method was used through SmartPLS to examine the direct and mediating impact based on 410 responses. The leader's inclusive behaviour on well-being (eudaimonic) was uncovered as a significant indirect and insignificant direct effect in the data analysis. Nevertheless, the sense of belongingness was found to be a significant mediator. However, the findings contribute to the earlier research studies that usually examined the direct relationship between leadership behaviour and employee well-being, which confirmed that a sense of belongingness mediates the link between a leader's inclusive behaviour and employees' well-being. Undoubtedly, the findings facilitate the practitioners establishing and maintaining behaviour to enhance employees' Eudaimonic well-being. The results showed that a leader's inclusive behaviour is a positive predictor of belongingness; a sense of belongingness is a positive predictor of well-being (eudaimonic).

Introduction

Employee well-being has been considered critical because it can positively impact the workforce, enhance productivity and job satisfaction, and decrease absenteeism and turnover. Being well is the most crucial aspect of an individual's overall health and has long been desired in professional, personal, and social life. However, how well-being can be achieved remains a crucial question. Therefore, in the recent past, the concept of well-being grasped the interest of scholars since well-being may affect employee productivity and organisational performance (Qureshi et al., 2021). Since employees' well-being is essential, several

research studies were undertaken to determine its antecedents. Walsh and Arnold (2020) stated that organisations' well-being is considered highly significant by organisations for research and practice, as it is widely acknowledged that employees with higher levels of well-being are less likely to quit their jobs and become more productive. Although there are numerous ways to enhance productivity at work, the one that incorporates purpose and meaningfulness towards work can be considered the most efficient (Mousa & Samara, 2022). Well-being may have an enormous impact on various organisational

outcomes and has a solid connection to workplace productivity (Pradhan & Hati, [2022](#)). Therefore, organisational success depends heavily on leadership, whose behaviour can impact employees' morale, productivity, and well-being (Zhang et al., 2020). Moreover, it was also revealed that leader behaviour is the leading factor in lowering the employee stress level and raising retention in the workplace (Darvishmotevali & Altinay, [2022](#)). Inclusive leadership (Roberson & Perry, [2022](#)) entails a dynamic and relational process by employing various behaviours to fulfil their followers' needs and foster a sense of belongingness in a diverse workplace.

Nevertheless, employee well-being is considered one of the most significant aspects of growing organisations to remain competitive in the marketplace because of its potential benefits in terms of organisational outcomes. Therefore, leaders are crucial in fostering an encouraging work environment that may lead to enhanced well-being and fruitful consequences for employees and organisations (Walsh & Arnold, [2020](#)). Nonetheless, most research studies have overlooked peripheral conditions that might support or negate the effects of leadership on well-being (Arnold, [2017](#)). Although a handful of studies examined the association between a leader's behaviour and employee well-being, a substantial gap needs to be addressed regarding the idea that employees are not passive receivers of their leaders' behaviour but rather active participants in their receipt and reaction. As some research studies have revealed conflicting results on the effects that leadership behaviour is projected to have on employees' well-being, this also raises the possibility that future studies could help to explain earlier contradictory results (Nielsen & Daniels, [2016](#)). Hence, the current research study's main objective is to understand a leader's inclusive behaviour, the models that have been considered, and their potential effects on eudaimonic well-being. Consequently, the author in the current study intends to shed light on

intricate leaders' inclusive behaviour, sense of belongingness, and eudaimonic well-being in the context of the foundational theories that support them. In a thorough analysis of the available literature, the author aims to provide solutions to the questions listed below.

- i. Do leaders' inclusive behaviour and eudaimonic well-being relate to one another?
- ii. Does the sense of belongingness mediate the relationship between a leader's inclusive behaviour and employees' eudaimonic well-being?

Literature Review

Leader's Inclusive Behavior

The idea of leader inclusivity was first developed by Nembhard and Edmondson ([2006](#)) in organisational management and referred to a leader's arguments and actions that value all employees' input and perspectives. Additionally, inclusive leadership encourages his team members to participate in the decision-making process, be treated fairly, and be encouraged (Tang et al., 2015). However, the notion of inclusive leadership has been delineated by several research scholars; for instance, Edmondson (2004) asserts that leaders who are approachable and accessible to their workforce may contribute to developing an inclusive climate that eliminates obstacles to employee feedback and voice. In contrast, Carmeli et al. ([2010](#)) argued that inclusive leaders make themselves available, accessible, and willing to listen to their followers.

However, Hassan and Jiang ([2021](#)) opined that inclusive leaders ensure their subordinates, regardless of their designations within the organisational structure, always receive appreciation and credit for their contributions and endeavours. Similarly, the concept of inclusive leadership was substantially supported by other scholars; for example, Javed et al. ([2019](#)); Hassan and Jiang ([2021](#)) demonstrated inclusive leadership's validity for engaging employees in

the workplace through appreciation, recognition, and promoting creative behaviours. Moreover, Wang et al. (2019) postulated that inclusive leadership facilitates their followers to accomplish and promote teamwork to achieve organisational objectives and transmits transparency standards that inspire employees to utilise their full potential. Similarly, Carmeli et al. (2013) argued that inclusive leaders significantly influence their subordinates by exhibiting behaviours mixed with collaboration, fault tolerance, and objectivity. Based on the debate above, the author derived the concept of inclusive leadership in the past from multiple theories, such as optimal distinctiveness and social identity, as a combination of traits that promotes a sense of belongingness and uniqueness towards various outcomes (Shore et al., 2011).

Leader's Inclusive Behavior and Employee Well-being (Eudaimonic)

The sole investigation of various leadership behaviours remained ignored, although the researchers so far focused on the relationship between the concept of leadership and followers' well-being (Montano et al., 2017). Workplace well-being is a multi-faceted construct that determines the degree of engagement and meaning in work (Fisher, 2014). Whereas, Ryff and Keyes (1995) stated that the condition of being well with a good mood, satisfaction with life, and absence of negative emotions is termed well-being. It will be challenging to distinguish the concept of well-being and happiness, particularly for those with less understanding of the contemporary philosophy of well-being and happiness.

According to Disbato et al. (2016), a systematic and detailed review of dissimilar descriptions was carried out based on hedonic and eudaimonic well-being and finally incorporated into psychology-related research studies. The notion of "well-being" was initially taken from ancient Greek times and has been discussed academically based on two distinct dimensions:

hedonism and eudaimonism (Rahmani et al., 2018). According to Waterman (1990), the concept of eudaimonism can be referred to the Greek scholar Aristotle's work which delineated eudaimonism as a "daemon" living by one's true self and values with the fulfilment of potential up to the full extent. Traditionally, eudaimonic well-being refers to happiness, whereas it belongs to flourishing in contemporary philosophy (Tiberius, 2013). Primarily, eudaimonic well-being focuses on self-consciousness that describes how actively and profusely an individual is functioning (Danker & Cumming, 2019).

Moreover, Danker and Cumming (2019) argued that the term well-being indicates to psycho-social condition, which is essential for human mental health. According to Greek scholar Aristotle's work, the concept of eudaimonia refers to comprehending human capital growth to ensure the pursuit of one's life (Waterman, 1990). Based on the past debate, distinct leadership styles positively affect one's condition of being well. Consequently, the author of the current study assumed the relationship between employees' workplace well-being and leaders' inclusive behaviour and the hypothesis below had been constructed.

H₁: Well-being at the workplace (Eudaimonic) is positively affected by a leader's inclusive behaviour.

Leader's Inclusive Behavior and Sense of Belongingness

The sense of belongingness is the feeling of being connected to and accepted by a group or community. It is the perception that one is an essential part of a social network and that one's actions and behaviours are positively supported and reinforced by others. This sense of belongingness is associated with positive outcomes such as increased self-esteem, better mental and physical health, and improved overall well-being. Factors contributing to a sense of belonging include social support, shared values

and goals, and feelings of acceptance and inclusion. Similarly, Hagerty et al. (1992) demarcated a sense of belongingness as a personal involvement of an individual in creating an environment where everyone feels like a respected and valued member of the workplace. Even though the prevalent literature suggests numerous definitions of a sense of belongingness, the most common is that belongingness takes place when everyone gives more value and respect to others. This definition is further advocated by Hagerty and Patusky (1995), who defined belongingness in two statements: firstly, the individual feels valued, esteemed, and needed by other individuals, and secondly, the individual feels a compatibility or congruence with other individuals within the organisation.

In simple words, belongingness refers to a state in which individuals have a thoughtful, compassionate, and sustained relationship with other group members at the workplace (Shore et al., 2011). Since a diverse workforce is critical for organisations, they need to develop and sustain a sense of belongingness among them because a lack of belongingness can lead to severe deprivation and other adverse organisational outcomes (Gul et al., 2022; Kuknor & Bhattacharya, 2022). The sense of belonging remains a fundamental human need for survival and growth. Organisations are experiencing intense competition, and they are recruiting a diverse workforce to compete, whereas it is challenging to manage and capitalise on the full potential of diversity (Cook & Glass, 2014). Existing research studies demonstrate that more than simply expanding the representation of a diverse workforce in a business is required. According to Shore et al. (2018), leaders are the keys to engaging employees in numerous organisational procedures to achieve the best possible outcomes from diversity.

Furthermore, a leader's inclusive behaviour is crucial for accelerating and supporting belongingness by recognising team members'

diversity and encouraging their contribution to keep them motivated (Randel et al., 2018). For instance, leaders strive to achieve collaboration among a diverse workforce by stimulating and valuing distinctiveness while creating a sense of belongingness within the group (Chrobot-Mason et al., 2014). Inclusive leadership primarily concerns creating an inclusive environment in a multidisciplinary context where all group members can be themselves" (Nembhard & Edmondson, 2006). An inclusive leader's primary responsibility is to motivate individuals and involve them in personal growth considerations. An inclusive leader plays a significant role in motivating and enabling followers to express their viewpoints and promoting learning behaviours (Aboramadan et al., 2022).

Hence, the author assumes the relationship between a leader's inclusive behaviour and sense of belongingness that has been incorporated in the hypothesis below.

H₂: *A leader's inclusive behaviour positively affects employees' sense of belongingness.*

Mediating Role of Sense of belongingness

Although organisations are paying more attention to integrating an exceptional level of diversity into their workforce, they may not extract the expected benefits such as creativity, productivity, and employee retention within the organisation (Cook & Glass, 2014). While considering the above-stated concern, it is suggested by various research scholars believe that leaders can play a significant role by encouraging and pushing their workforce to participate in varied organisational activities to get tremendous benefits from diversity (Shore et al., 2018). However, the current literature suggests that leaders need to create an environment where employees perceive themselves as respected members of the group that satisfies their sense of belongingness (Shore et al., 2018) to increase employee participation in the workplace. The organisation can meet

individuals' sense of belongingness by providing an environment where they can have positive, stable, and interactive relationships (Baumeister & Leary, 2017). Nevertheless, organisations cannot create an inclusive environment until the individuals' need for a sense of belongingness is not addressed (Snyder & Fromkin, 2012).

Furthermore, Nassar et al. (2022) stated that interpersonal connections with co-workers, feeling respected, and meaningful work are all possible outcomes directly tied to developing a sense of belongingness. However, belongingness theory states that the fulfilment of belongingness is linked to being valued by one's superiors, and appreciation alludes to the recognition of favourable traits of a person, such as dependability, cooperation, and, most notably, extraordinary performance, that nourishes the sensation of acceptance about belongingness (Baumeister & Leary, 2017). The feeling of affective commitment and belongingness occurs when individuals design their relationships to make them profound and valued (Semedo et al., 2016).

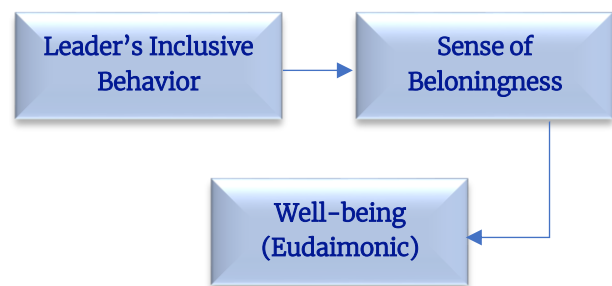
Furthermore, it is indisputable that leaders' behaviours contribute to achieving employees' well-being and the organisation's economic and commercial targets (Newstead et al., 2020). Previous research studies have shown that a leader's inclusive behaviour considerably influences organisational performance and employees' well-being; for instance, Zhang and Zhong (2020) stated that effective leadership is critical to employees' well-being. Organisational leaders confront significant challenges if they intend to compete in the industry and achieve success while creating and maintaining a conducive environment. Creating and maintaining a favourable workplace environment to increase employees' well-being cannot be ignored. However, to fully comprehend the association between leadership and employees' workplace well-being (eudaimonic), the current study aims to examine the role of a sense of

belongingness as the mediating variable. So, the following hypothesis has been developed.

H₃: *The relationship between a leader's inclusive behaviour and well-being (eudaimonic) is mediated by employees' sense of belongingness.*

Figure 1

Conceptual Framework



Methods

Professional organisations around the globe demand a competent, creative, and professional workforce due to cut-throat rivalry in the corporate world (Taghizadeh, 2015). Hence, the target population was taken from different organisations of various industrial sectors. The instrument was administered to approximately six hundred respondents assuming at least 500 would send it back; approximately 410 responses were received. The five-point Likert scale was incorporated to measure the constructs ranging from 1 "strongly disagree" and 5 "strongly agree". Inclusive leadership, an exogenous construct, was measured with nine (9) items (Carmeli et al., 2010) based on leadership inclusion explained by (Nembhard & Edminson, 2006). The dimensions considered for the concept were openness, availability, and accessibility. The dimensions; of openness, availability and accessibility were measured with three (3), four (4), and two (2) items, respectively, which various scholars recognise in top-class journals as inclusive leadership scales. The construct, the sense of belongingness, was measured by five (5) items of Shore et al. (2011) scale, for instance, "I am treated as a valued member of my

organisation.” Bartels et al.’s (2019) intrapersonal and interpersonal dimensions were used to measure the endogenous construct, workplace eudaimonic well-being with four items each for instance; “I feel that I am doing a purposeful work at my workplace” and “I feel connected to others within my team or the work environment”.

Structural and Measurement Models Evaluation

Measurement of elements and structural assessments were considered to evaluate the proposed model for the current study. This evaluation is usually carried out to ensure the standards for the quality of the measurement and structural models in the empirical investigation (Urbach & Ahlemann, 2010). The validity of measurement was established with the help of internal reliability, convergent reliability, indicator reliability, and discriminant validity (Lewis et al., 2005), and Cronbach's alpha value was considered to measure the internal reliability of the measurement model. The construct with the higher Cronbach's alpha value explains that items within the selected constructs carry identical meanings (Cronbach, 1971). The SmartPLS (software) was also used to measure inter-item consistency through Composite Reliability (Bacon et al., 1995). Cronbach's alpha value greater than or equal to 0.7 was a fair value for the internal reliability of items within the construct. In contrast, Cronbach's alpha value of less than 0.6 explains the lack of reliability (Bacon et al., 1995).

Results & Discussion

The latent variables' reliability was measured through Cronbach's alpha value and Composite Reliability; the composite values for all the constructs computed from the analysis were found to be more significant than the required 0.70 (Wasko & Faraj, 2005). The measurement model becomes acceptable for further analysis if Composite Reliability for each construct is more significant than 0.70. However, the values for Composite Reliability of the constructs were found between the range of 0.905 to 0.945 (table 1) in the current study. Items loadings greater than 0.5 confirms the measurement model's acceptability (Hair et al., 2017). However, in the present research, the measurement model's indicator reliability was determined through item loadings. All the outer loadings were more outstanding than 0.6 and significant at 0.001 in the analysis, which exhibited good reliability indicators. The measurement model's convergent validity was determined through the values of AVE (average variance extracted) for the latent constructs. If the constructs' AVE (average variance extracted) value is higher or closer to 0.5, then the convergent value is justified.

The measurement model's assessment average extracted value for the proposed construct was found to be above 0.546; therefore, the convergent validity was accepted with a significant level of 0.5.

Table 1

Gender distribution of the respondents (N=410)

Category	Frequency	Percentage	Cumulative Percentage
Male	338	84.5	84.5
Female	62	15.5	100

The details of the gender of respondents were gathered and reported to ensure adequate representation of both males and females in the

present study. Approximately 85% of male and 15% of female respondents participated in the current study. Composite reliability measures the

internal consistency of a multi-item scale or questionnaire. It is calculated as the average of the item-to-total correlations for all items in the scale, multiplied by the number of items in the scale. Composite reliability of .7 or higher is

generally considered acceptable for use in research (Bacon et al., 1995). It is a way to measure the consistency of the scores obtained from a scale. It is a way to establish the reliability of a scale.

Table 2

Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Leader's Inclusive Behavior	0.879	0.911	0.551
Sense of Belongingness	0.945	0.953	0.649
Workplace Eudaimonic Well-being	0.918	0.945	0.601

The value of Composite reliability for the construct "leader's inclusive behavior" was 0.911, Workplace Eudaimonic Well-being 0.945, and sense of belongingness 0.953, were found to have satisfactory internal reliability. The Composite Reliability and Cronbach's Alpha values were discovered to be more significant than the accepted and suggested value of 0.70. For the current research, the convergent validity of the measurement model was assessed through the Average Variance Extracted (AVE) values of the latent constructs since the convergent value is known to be appropriate when the constructs exhibit AVE (average variance extracted) value is close or greater than 0.5. Though, all the constructs of the current thesis are between the ranges of 0.551 to 0.649. Hence, the convergent validity was accepted since the AVE (Average variance extracted) values were more significant than 0.5. The complete results for reliability and convergent validity are presented in Table 2.

Structural Model

Hypothesised pathways were explained through the structural model because it measures path coefficients, for instance, R^2 and Q^2 values. The strength of the structural path defines the goodness of the structural model, whereas the R^2 value of the endogenous construct determines the strength of the structural path (Briones Penalver et al., 2018), and the goodness of the model is acceptable when the R^2 value at least equals to or higher than 0.1 (Falk & Miller, 1992).

The goodness of the model fit was successfully determined because the R^2 values for endogenous variables were highly significant than 0.1. The Q^2 value of the endogenous construct determines the model's predictive relevance, and the same was assessed. Based on the analysis Q^2 value of each construct validated the predictive relevance (see table 3).

Table 3

R^2 and Q^2 values – Coefficient of Determination

Variables	R^2	Q^2
Sense of Belongingness	0.637	0.372
Workplace Eudaimonic Well-being	0.658	0.371

The Coefficient of determination R^2 value determines the sum of variance that the exogenous construct cause in the endogenous construct. The endogenous construct's variance R^2 value must be greater than the cut-off value to confirm the structural model's predictive validity. The algorithm function and bootstrapping function of SmartPLS were used to calculate the R^2 values for the endogenous constructs, which developed above 5000 plus samples from 410 cases to determine the t-statistics values. The data for structural model assessment revealed that 65% of the variation in endogenous construct well-being (Eudaimonic) accounted for leader-inclusive behaviour and sense of belongingness. The investigator is permitted to accept or reject

each hypothesis with the help of a path coefficient to understand better the extant relationship between exogenous and endogenous constructs. The values of the standardised beta coefficient (path coefficient) are determined through least square regression, whereas the bootstrapping function determines whether the path coefficient is significant with t-statistics. Approximately 5000 re-samples generated 95% of confidence intervals, and confidence in an interval other than zero accounted for significant relationships. Path coefficients, t-statistics, and significance level for the assumed relationship are shown below (see table 3). The proposed hypotheses must be tested to establish the relationships among the latent constructs.

Table 4
Statistics for hypotheses testing

Variables	β	STDEV	T Statistics	P Values	2.50%	97.5%
LIB->WEB	0.069	0.059	1.240	0.219	-0.051	0.202
LIB->SB	0.714	0.041	19.698	0.000	0.630	0.771
SB->WEB	0.421	0.079	5.100	0.000	0.239	0.570

Hypothesis H_1 was constructed to determine the impact of a leader's inclusive behaviour on employees' eudaimonic well-being at the workplace. The data revealed that a leader's inclusive behaviour has no direct and significant effect on employees' eudaimonic well-being at the workplace (H_1 : $\beta=0.069$; $t= 01.240$, and $p=0.219$). Hence hypothesis was rejected. Hypothesis H_2 weighs whether the sense of belongingness significantly impacts employees' eudaimonic well-being at the workplace. Upon a great deal of statistical data analysis, the construct "sense of belongingness" was found to have a significant positive impact on the endogenous construct of employees' well-being (eudaimonic) at the workplace (H_2 : $\beta=0.421$; $t=5.100$, and $p= 0.000$); thus hypothesis was accepted.

Mediation Analysis

Since the mediation process exists between endogenous and exogenous constructs, three variables are required in this context Y, X, and M. Variable X refers to an exogenous construct, and Y represents an endogenous construct. M indicates the mediating (hypothesised) construct, and M is assumed to transmit the causal effects of the predictor variable to the outcome variable (Agler & De Boeck, 2017). The relationship between the predictor and outcome variable is split into indirect and direct effects (Agler & De Boeck, 2017). The term TE (total effect) refers to the effect of the exogenous construct on the endogenous construct, and the total effect also represents DE (direct effect) and IE (indirect effect) of the predictor variable on the outcome variable, which is transferred through the mediator variable. To examine the mediating role

of a sense of belongingness between employees' well-being (eudaimonic) at the workplace and a leader's inclusive behaviour, hypothesis 3 was constructed. TE (total effect) of a leader's inclusive behaviour on employees' well-being (eudaimonic) was found significant in the data analysis such as (H_3 : $\beta=0.58$; $t= 10.71$, and $p<0.001$). Therefore, a hypothesis was accepted. The impact of a leader's inclusive behaviour (predictor variable) on employees' well-being (outcome variable) in the presence of a sense of belongingness (mediator variable) remained

insignificant ($\beta=0.100$; $t=1.170$, $p=0.250$). In the presence of a sense of belongingness (mediator variable), the indirect effect of a leader's inclusive behaviour (predictor variable) on employees' eudaimonic well-being (outcome variable) was found significant ($\beta=0.490$; $t=9.04$, $p<0.001$). Based on statistical data analysis, the relationship between a leader's inclusive behaviour and employees' well-being is fully mediated by a sense of belongingness; therefore, hypothesis H_3 is accepted and supported (see table 5).

Table 5

H_3 – Leader's Inclusive Behaviors > Sense of Belongingness -> Eudaimonic Well-being

	Total Effect			Direct Effect			H ₃ : LIB -> SB -> EWB	Indirect Effect		
	β	t	p	β	t	p		β	t	p
LIB- >EWB	0.60	10.69	0.00	0.10	1.17	0.25		0.49	9.04	0.00

The conceptual model was formed and tested through different statistical analysis tools incorporating pertinent theories such as belongingness theory, self-determinant theory, and optimal distinctiveness theory for the selected constructs. The foremost goal of the current study was to thoroughly examine the relationship between the leader's inclusive behaviour and Eudaimonic workplace well-being with the insertion of a sense of belongingness as a mediator. Nonetheless, the objective of this research study was to address the question of how a leader's inclusive behaviour can be functional and constructive. Considering the goal of the current study, the hypotheses and research questions were precisely established. However, this research's significant contribution was deducing the answers to proposed questions, such as how employees' well-being at the workplace is affected by leaders' inclusive behaviours. The results for the same are discussed with appropriate justifications in the section below. Hypotheses H_1 , H_2 , and H_3 were established first and tested later to fetch the answers to the proposed questions in the current study, such as

"Does employees' well-being (eudaimonic) at the workplace (endogenous construct) carry association in the presence of a sense of belongingness (mediator construct) with leader's inclusive behaviours (exogenous construct). After a great deal of statistical data analysis through different approaches, hypotheses H_2 and H_3 were supported, whereas hypothesis H_1 was deemed invalid.

The data regarding hypothesis H_2 revealed that a leader's inclusive behaviours significantly influence employees' sense of belongingness. Therefore, based on empirical findings from the responses gathered, employees' sense of belongingness at the workplace is coherently related to the leader's inclusive behaviours. Predominantly, when leader remains open to listening to dissimilar viewpoints of their followers, readily available and easily accessible, workers perceive them as respected and valued members of the organisations, consequently leading to heightened feelings of belongingness. The argument stated above was supported by various scholars. For instance (Carmeli et al., 2010) easy access to the leaders and their open

behaviour establish the followers' perception of belongingness (Nishii & Leroy, 2022), which develops a conducive leader-followers association.

Furthermore, Thibault et al. (2019) argued that a leader's inclusive behaviour has a tremendous effect on employees' well-being, and frequent interaction between leaders and followers might help them become less stressed. Additionally, a leader's inclusive behaviours have a methodical effect on organisational outcomes and employees' performance. As a result, a leader's behaviours (inclusive) are regarded as one of the significant elements of well-being (Zhang & Zhong, 2020). However, the findings for H_1 show that a leader's inclusive behaviours have no direct and significant influence on employees' well-being (eudaimonic) at the workplace. Conversely, a leader's inclusive behaviours significantly impact employees' sense of belongingness, which in turn significantly impacts employees' well-being (eudaimonic) at the workplace. This research study was also intended to answer another question, "Does the relationship between a leader's inclusive behaviours and Well-being (Eudaimonic) at the workplace is mediated by employees' sense of belongingness". To find the answer to research question 2, hypothesis H_3 was framed and later tested. Based on the data analysis, the constructed sense of belongingness plays a significant role in the relationship between the predictor variable (leader's inclusive behaviours) and the outcome variable (eudaimonic well-being); thus, the data supported hypothesis H_3 . Therefore, employees' well-being (eudaimonic) must be considered a critical part of organisational success in terms of decreased employee turnover, increased individuals' productivity, and overall organisational performance (Pitts, 2017).

Conclusion

The conceptual model was constructed incorporating the theory of self-determination,

belongingness, and social identity, which was supported because two out of three hypotheses were accepted in the data analysis—furthermore, integrating the proposed research model with the theories mentioned above allowed the author to have a thorough understanding of the association among the research variables in this study. Inclusive behaviours of leaders can significantly affect the sense of belongingness along with other functional outcomes, which the data in the present research have supported. The data findings also reflected that employees' well-being at the workplace is not influenced up to the full extent directly but through the sense of belongingness. However, organisations must work to keep their managers understanding the importance of their behaviour in improving the employees' sense of belongingness at the first stage, then their state of being well. Since the result designates that a leader's inclusive behaviour is a significant predictor of a sense of belongingness, employees' degree of belongingness is positively influenced by the leader's (manager) behaviour at the workplace. Suppose leaders (managers) ensure their availability and easy accessibility and remain open to listening to employees' different perspectives and addressing them appropriately. In that case, employees' level of belongingness towards the organisation gets triggered. Nevertheless, employees' sense of belongingness increases when they feel that they are treated and respected by the leaders as valued members of the workplace.

The conclusion from the data analysis and the discussion above also supports the argument that "leadership is associated closely with workers' behaviour and their attitude", in the light of different leadership theories, for instance, authentic leadership theory, transactional, and transformational theory can influence different positive outcomes significantly such as employees' engagement (Zhang & Bartol, 2010). The present study also carries some practical and theoretical implications like other research

studies. A thorough analysis of the current research develops the author's insights about the notion of how come, at the workplace, employees' well-being (eudaimonic) is influenced, either directly or indirectly, by distinct constructs, including a leader's behaviour and employees' sense of belongingness. Hence, the employees' well-being at the workplace is better enriched by a leader's inclusive behaviour, provided they conduct in such a manner that can develop a sense of belongingness. Leaders' inclusive behaviour can be inculcated through consultation, training, self-correction, and effective reporting systems because leaders are just required to exert a high level of effort and utility up to the full extent to establish an inclusive culture which may enhance employees' sense of belongingness. Developing inclusive leaders is essential for organisations because inclusive leadership can help foster a more diverse and inclusive workplace culture that can lead to various benefits for the organisation, including increased innovation, improved decision-making, and higher levels of employee satisfaction and retention.

Inclusive leadership also helps create a more positive and respectful work environment, leading to better team cohesion and productivity. Training and development programs can be an effective way for organisations to develop inclusive leaders, as they provide employees with the skills and knowledge they are required to be more inclusive in their leadership style (Kolbe et al., 2013), as these programs can cover a range of topics, such as unconscious bias, cultural competency, and practical communication skills, to help leaders understand and address diversity and inclusion issues in the workplace. Formulating a strategy for recognising and respecting employee differences is vital to establishing a diverse and inclusive workplace which can involve several steps, such as the implementation of systems that foster diversity and inclusion, proper training regarding concepts of diversity and inclusion, and recruiting a distinct group of individuals for open positions.

Finally, fostering teamwork and collaboration is essential for creating a positive and inclusive work environment that encourages open communication and dialogue, provides opportunities for employees to work on cross-functional teams and promotes a culture of mutual support and respect. A leader's inclusive behaviour is essential for promoting employees' sense of belongingness and contributing to their eudaimonic well-being. Because when employees feel included and valued in the workplace, they are more likely to feel a sense of belongingness and purpose, which can contribute to their overall well-being. Through an empirical approach, the impact of a leader's inclusive behaviour on employees' eudaimonic well-being was investigated.

The following limitations were underway to various factors because the data were gathered from different sectors of multiple industries. The representation from the diverse sector sectors was different. Therefore, it is considered one of the limitations which influence the conclusions' generalizability. The author made another assumption; the impact of a leader's inclusive behaviour takes time to establish because the author collected the data only at one point. Therefore, results may be compromised to analyse the causal relationship between the variables. There are some limitations on how the results should be interpreted, even though structural equation modelling (SEM) can be used to instantly test the entire model and make it easier to identify positive causal links among the variables.

A self-reported questionnaire was used to collect the data, which may result in standard method variance because, through this method, the respondents respond to the questions based on their subjective judgements. Past studies have argued that any data that inherit defects may fail to deduce a concise parametric estimate of structural association and validity risk (Chan et al., 2009). The effect of leadership is considered a product of the collective functions of followers,

leaders, and the environment; hence, no single leadership style can work as a universal leadership style. According to the situational theory of leadership, the characteristics of individuals, teams, or the entire organisation may affect employees' well-being at the workplace (Faderi et al., 2022). Nevertheless, the applicability and generalizability of conclusions drawn from any research depend on various management-relevant situations. However, careful deduction and solid future verification with an appropriate sample size are critical to establishing whether the conclusions can apply to other industrial sectors and organisational lifecycle stages.

Future researchers may examine the measuring scales further to ensure the applicability of a leader's inclusive behaviour and employees' well-being (eudaimonic) at the workplace because, in the current research, the scale used to measure inclusive leadership was adopted from (Carmeli et al., 2010) and for employees' well-being at workplace (Bartels et al., 2019) was adopted. In contrast, other scales were also available to measure these variables. Therefore, based on the discussion regarding the theoretical and methodological limitations, the above future research directions may be helpful for the new scholars to work on. The theories and the scales in terms of a leader's inclusive behaviour and employees' well-being may be fit. However, a culture or an inclusive environment must be established for theoretical contribution and practical significance. Although the current research leader's inclusive behavioural impact on employee well-being and sense of belongingness was investigated only from the followers' perspective, another contractual variable may be included by future researchers. The scales used to measure the constructs in the current research were developed in the western culture and have yet to be verified so far in Pakistani culture. Although these scales are mature with verified reliability, variations may be influenced by environmental and administrative aspects.

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