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Catalyzing Employee Adaptability Performance: Unveiling the Influence of Inclusive Leadership Organizational Culture and Job Engagement

Aaima Khan¹

MS Scholar, Department of Management Sciences, NUML Rawalpindi

Email: aaimak.1988@gmail.com

Malkah Noor Kiani²

Department of Management Sciences, NUML Rawalpindi.

Corresponding Author Email: malkah.noor@gmail.com

Rashida Jabeen³

Department of Gender Studies, University of Punjab, Lahore.

Email: rashidajabeen894@gmail.com

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Abstract

This research study examines that how inclusive leadership affects the adaptive performance of employees among law enforcement organizations of Pakistan. The objective of research is to investigate the direct and indirect effect of inclusive leadership on adaptive performance. This study also attempts to examine the mediation effect of organizational culture and moderation effect of job engagement on the indirect relationship of inclusive leadership and adaptive performance. The data was collected through questionnaire survey from 400 functional and middle managers of law enforcement companies of Pakistan under the convenience sample. Path analysis was conducted to analyze the data. The results revealed that the organizational culture positively mediates the relationship between inclusive leadership and adaptive performance. It was also found that job engagement positively moderates the relationship between inclusive leadership and adaptive performance.

Introduction

According to Igbaekemen (2014), leadership is essentially "the art of influencing people so that they will strive willingly towards the achievement of goals." An organization's culture and climate can only be created with the help of its leadership (Alghazo & Al-Anazi, 2016). According to Hurduzue (2015), an excellent leadership style can foster excellence in the members of the organization's development. It is safe to conclude that leadership has been significant since the beginning of human history (Skoogh, 2014). Researchers have worked continuously to determine the best leadership styles to operate, as most of the organizations look for exceptional leaders who can guide them to success.

Consequently, great deals of leadership theories have been developed over time. At the same time, the nature of work has evolved so quickly with the change in business strategies and work team efficiencies in accomplishment of job tasks. Due to the increased globalization and advanced technology, market competition has enlarged many times that resulted in flexible workplaces requiring creativity and innovation. Because of this, taking on a leadership role in the quest for being innovative and competitive is now mandatory. According to recent research, IL is essential for the times (Javed, Guo, & Figgis, 2017). This concept was first developed by Nemhard and Edmondson (2006), who stated that being approachable, transparent, and available are the three key characteristics of inclusive leaders. According to them the inclusive leaders are those who are easily approachable and willing to listen to the innovative

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ideas of their subordinates. Employees must develop new skills and increase their flexibility and adaptability due to ongoing technological advancements, organizational integration, and restructuring (Ilgen & Pulakos, 1999). As such, the importance of adaptive performance in helping this process cannot be overstated. Furthermore, a different recent study (Yu, 2020) found a strong positive correlation between inclusive leadership and adaptive performance. As a result, an employee's emotional reaction will reveal anything that occurs at work. Cooperation among coworkers and a supportive boss will enhance goal attainment and personal growth, resulting in increased adaptive performance at work (Bataineh, Mohammad Saleh, Enaizan et al ,2022).

This study is being supported by LMX theory. Putting the leader's actions aside, there is another crucial factor that could have a significant impact on the employee's performance: the nature of the relationship between the leader and its following. The dyadic interaction between the supervisor and his supervisee is explained by leader-member exchange (LMX) (Dansereau, Graen, & Haga, 1975; Graen & Cashman, 1975). As outcomes at work are also significantly influenced by the relationship between a supervisor and a subordinate, (Brower et al. 2000: Uhl-Bien, 2006). Relationships in LMX are divided into two categories: low-quality and high-quality (Bauer & Green, 1996). Individuals in healthy partnerships are more selective in both social and financial interactions. According to Thomas and Topakas (2010) and Ilies et al. (2007), there are several benefits linked to having a high LMX score, including improved performance, high commitment, job satisfaction, and increased mutual liking. On the other hand, low LMX scores make the employees more concerned about economic benefits that are linked with monetary gains and employment contracts (Blau, 1964). While low-quality relationships show a bad reciprocal exchange between the leader and the follower and have a lot of detrimental effects on the organization.

That will in return affect employee performance, which is the result attained, and outcome made at the organization. So, the performance of an employee depends on how organization treats its employee, its leader-member exchange, the effect of the policies and organizational culture on the employees. Therefore, another important element that directly influences employee performance is organization culture. Employee performance is always directly or indirectly affected by organizational culture. A good organizational culture must be made within the organization to improve the work performance of employees to motivate the employees to work in a better way. The attraction of an organization's norms, values, and beliefs has a significant impact on sustainability and performance (Stevens, 2010). Organizational culture can serve as a mechanism for dealing with change in dynamic business environments. All this

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requires employee work flexibility, to adapt themselves with globalization and the internationalization of business in order to make their organizations more successful.

Contemporary organizational settings, the dynamic nature of the business environment necessitates a constant adaptation to change for sustained success. One critical aspect influencing an organization's adaptive performance is the leadership style adopted within its structure. The concept of inclusive leadership, characterized by a leader's ability to engage and harness the diverse talents and perspectives of team members, is gaining prominence as a potential driver of adaptive performance.

Despite the growing recognition of inclusive leadership, there exists a significant gap in understanding the intricate relationships between inclusive leadership, adaptive performance, organizational culture, and job engagement. While previous studies have examined the impact of leadership styles on organizational outcomes, limited research has delved into the nuanced interplay between inclusive leadership, organizational culture, and job engagement in the context of adaptive performance.

The organizational culture, representing shared values, beliefs, and behaviors, is posited to play a mediating role in translating the inclusive leadership practices into tangible adaptive performance outcomes. However, the specific mechanisms through which organizational culture influences the relationship between inclusive leadership and adaptive performance require thorough exploration. Moreover, the moderating role of job engagement in this framework remains underexplored. Job engagement, defined as the emotional and cognitive commitment employees invest in their work, may influence the strength and direction of the relationship between inclusive leadership, organizational culture, and adaptive performance. Understanding how job engagement moderates these relationships is crucial for tailoring leadership and organizational culture interventions to maximize adaptive performance in diverse and dynamic work environments.

This research seeks to address these gaps by investigating the impact of inclusive leadership on adaptive performance, considering the mediating role of organizational culture and the moderating influence of job engagement. The findings of this study aim to provide organizations with valuable insights into fostering inclusive leadership, shaping a conducive organizational culture, and leveraging job engagement to enhance adaptive performance in the face of continual change and uncertainty. Thus, this research seeks to address these gaps by investigating the impact of inclusive leadership on adaptive performance, considering the mediating role of organizational culture and the moderating influence of job engagement.

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- a. Does inclusive leadership impact employee adaptive performance?
- b. Does inclusive leadership impact organizational culture?
- c. Does organizational culture impact employee adaptive performance?
- d. Does organizational culture mediate the relationship between inclusive leadership and adaptive performance?
- e. Does job engagement moderate the relationship between inclusive leadership and adaptive performance?

Literature Review

Inclusive leadership is a multifaceted and dynamic concept that has gathered significant attention in recent organizational literature. As organizations continue to recognize the importance of diversity and inclusion, understanding the nuances of inclusive leadership becomes paramount for effective leadership development and organizational success.

An inclusive leader is one who is easily accessible to staff members and readily available to subordinates. Who addresses, interacts with, connects with, and shares ideas with the followers (Carmeli, Reiter-Palmon, & Ziv, 2010: 250). An inclusive leader includes everyone in their conversations and makes choices through engagement and cooperation. Every choice made and every opinion heard is in line with the employees' creative adherences (Edmondson, Kramer, & Cook, 2004; Nembhard & Edmondson, 2006). Inclusive leadership can also be understood through the lens of social exchange theory, where leaders who exhibit inclusive behaviors establish a positive social exchange with their team members, leading to increased trust, commitment, and reciprocity (Hornsey et al., 2018). Inclusive leadership has been linked to a range of positive organizational outcomes, highlighting its significance for employee performance and employee well-being.

The most important person in any of the organization is the leader, who handles the team of individuals directly in addition to overseeing projects. The most crucial capability that ensures a project's success is leadership. Only a good and understanding leader can give a clear and realistic objective through effective team performance. Different philosophies are used by leaders to guide projects toward success. An inclusive leader is one who is easily accessible to staff members and readily available to subordinates. Who engages with the followers in conversation, dialogue, connection, and idea exchange (Carmeli, Reiter-Palmon, & Ziv, 2010:250).At the same time, employees' ability to manage emergencies, pick things up fast, and tackle new challenges become increasingly crucial when the workplace gets more chaotic (Charbonnier-Voirin & Roussel, 2012). Therefore, in order to better understand the dynamic nature of

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employee performance in the current rapidly changing business environment, adaptive performance—defined as employees' ability to adapt to rapidly changing work situations—has gained attention (e.g., Allworth & Hesketh, 1999; B. Griffin & Hesketh, 2005; Hesketh & Neal, 1999; Pulakos et al., 2002).

Essentially, when team lead treats the subordinates appropriately, the subordinates will respond favorably by giving positive and improved performance that will in turn benefit the supervisor himself. Moreover, apart from employees responding to their supervisor's IL via the provision of greater effort and performance in the workplace, the employees can decide to be proactive in order to strengthen their relationship with their supervisor (Gouldner, 1960; Lam et al., 2015). IIL suggests that in order to solve shared challenges through participatory decision making, subordinates collaborate across levels, responsibilities, and demographic boundaries (Nishii, 2013). The incorporation of varied employee viewpoints suggests that managers appreciate and care about their staff members in addition to having faith in them (Huang et al., 2010). Organizations led by inclusive leaders tend to be more innovative and adaptable, as diverse perspectives are leveraged to address challenges and identify opportunities (Carmeli et al., 2013). In particular, Huang et al. (2010) found that employees perform better on tasks when their supervisors exhibit participative leadership. My study of earlier research suggests a positive relationship between inclusive leadership and adaptive performance.

H1: Inclusive leadership is positively related to adaptive performance.

The values, norms, beliefs, and behaviors of the masses inside or outside the system that set them apart from one another are said to constitute the culture of any organization (Le Tran & J. Hwang, 201), and it is viewed as a tool that is used to successfully accomplish the goals and objectives. Stable organizational cultures lead to improvements in employee performance and the organization's overall ability to achieve its objectives. The norms and values of an organization have an impact on its culture, either directly or indirectly. This culture is designed to help staff members improve their productivity so that their leader can also examine norms and values, which is a fundamental requirement of any systematic culture. Therefore the primary objective of the leadership is to uphold harmony and guarantee seamless operations, which they consider to be exclusively achievable via the stable organizational culture. In order to help followers feel supported, inclusive leadership fosters a welcoming environment and shows support for followers' opinions (Nembhard and Edmondson 2006). This allows followers to feel heard and supported (Bannay et al. 2020). In order to accomplish that goal, the leader can guide the wants and beliefs of followers by articulating their vision for the organization's future (Sarros et al., 2002). In

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summary, an inclusive leader includes everyone in their conversations and makes choices through engagement and cooperation.

H2: *Inclusive leadership is positively related to Organizational culture.*

By inspiring workers toward a common goal and objective, a robust organizational culture fosters adaptation and improves worker performance. Ultimately, operational and functional strategies should prioritize molding and directing workers' behavior in that particular direction (Daft, 2010). As a result, an organization is a deliberately designed system in which the traits of individuals, groups, and the organization interact. According to Kozlowski & Klein (2000), organizational culture greatly influences how well individuals interact with one another, and high performers are typically given greater recognition and opportunities for advancement than low performers (Cross et al., 2000).

While many researchers (Gardner & Schermerhorn, 2004; Schermerthorn et al., 1990) emphasize the significance of individual factors (i.e., ability and effort) in establishing a relationship between organizational culture and employee performance, more research is necessary to fully comprehend and forecast the relationship between organization culture and adaptive performance. Because it serves as a behavioral guide, an organization's culture is one of the key determinants of employee performance. Robbins & Judge (2008: 286) provides an explanation of the connection between performance and organizational culture. In his opinion, objective elements like creativity, attention to detail, results orientation, people orientation, team orientation, stability, and aggression, are things that every employee of the company perceives as part of the corporate culture. The members will perform better when their viewpoint serves as a strong behavioral guidance.

H4: *Organizational culture is positively related to Adaptive Performance.*

One of the key pillars of creating a good company culture is effective leadership. Authenticity and credibility are prerequisites for effective leadership. The degree of trust that exists between leaders and their followers can be supported by both factors. An organization's culture is an essential component that shapes a leader's attitudes, beliefs, behaviors, and thinking. The fundamental principles of an organization originate with its leadership, which subsequently shapes its style of leadership (Tsai, 2011). By establishing a new set of shared values that influence organizational innovation, leaders can contribute to the shaping, development, and preservation of the desired organizational culture (Al Ariss and Guo, 2016). Culture can be greatly influenced by leaders (Alsaqqa and Akyürek, 2021).

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Leadership and organizational culture are interdependent because every aspect of leadership practice eventually shapes organizational culture. The way the people work on anything in the organization is influenced by the organizational culture. It affects the attitude and behavior of the people of organization. A strong organizational culture can motivate its members to act or behave in a way that is expected by the leader. A strong culture will result in good employee work performance. For example, leadership rules are required to be disciplined, the company culture is also disciplined, and employees report to the office on time and perform effectively and efficiently. Perfect alignment between business processes has served as the foundation for the relationship between culture and performance (Reichers and Schneider, 1990). Numerous studies have been conducted to assess an employee's performance based on its efforts because culture has been strongly linked to performance. The methodologies and findings of researches shows that culture and performance were considered interrelated. (Lim, 1995)

H3: *Organizational Culture mediates the relationship between Inclusive leadership and Adaptive Performance.*

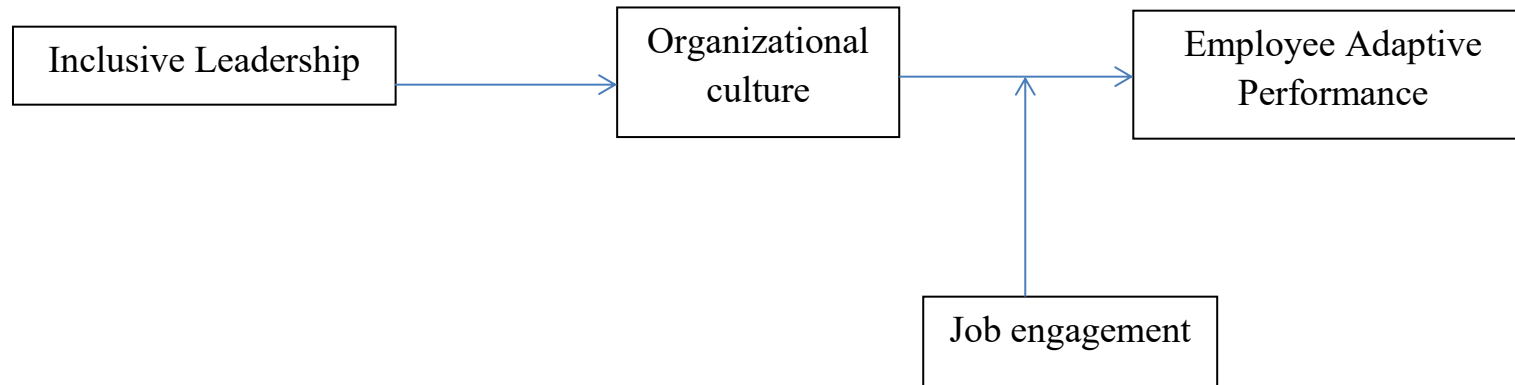
Engaged employees are likely to derive more positive experiences from a supportive organizational culture. A culture that encourages collaboration, provides learning opportunities, and recognizes employee contributions may have a more pronounced positive impact on adaptive performance among engaged employees (Bakker & Bal, 2010). Conversely, in challenging or turbulent organizational cultures, engaged employees may be more resilient. Job engagement could act as a buffer, mitigating the negative effects of a less adaptive culture on individual adaptive performance (Sonnentag, 2015). Research by Xie et al. (2019): This study found that job engagement moderated the relationship between organizational culture and adaptive performance. In organizations where the culture was more supportive and encouraging, job engagement strengthened the positive impact on adaptive performance. Conversely, in organizations with a less supportive culture, job engagement acted as a buffer against the negative impact on adaptive performance. Understanding job engagement as a moderator in the relationship between organizational culture and adaptive performance provides valuable insights for organizations aiming to thrive in dynamic environments. Future research should delve deeper into the specific mechanisms through which job engagement operates as a moderator and explore the boundary conditions influencing this relationship across different organizational contexts.

H5: *Job engagement moderates the relationship between Organization Culture and Adaptive performance such that higher job engagement strengthens the relationship between Organization culture and Adaptive performance.*

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Methodology

This research study follows quantitative research method. The quantitative research method is being applied by conducting a relational survey (Kerlinger & Lee, 2000) design through self-administered questionnaire to explore the degree of association among variables (Wiersma & Jurs, 2005). Individual (employees working in Law enforcement organization) are taken as a unit of analysis. The selected 400 respondents are middle and first line managers because of their linkage with personnel from top and bottom sides in geographically spread locations across major cities of Pakistan. Due to specific focus on serving middle and first line managers, the non-probability sampling technique known as convenience sampling will be executed (Battaglia, 2008).

All variables are measured on a 5 Likert scale where 5 is high and 1 is low. Inclusive leadership has been measured using a five-item scale adopted from Carmeli et al, (2010). The sample items are “The manager is open to hearing new ideas (openness).”; “The manager is attentive to new opportunities to improve work processes (openness)”; “The manager is open to discuss the desired goals and new ways to achieve them (openness)”. Adaptive performance has been measured using a five-item scale adopted from Charbonnier-Voirin, A. & Roussel P. (2012). The sample items are “Remains composed and cool when faced with difficult circumstances “; “Does not overact to unexpected situations”; “Manages frustration well by working towards a solution, rather than blaming others”. Organizational culture has been measured using a six-item scale adopted from Zheng et al., (2019). The sample items are “My organization emphasizes team building”, “My organization supports cooperative spirit”, “My organization promotes feelings or sharing among employees”. Job

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engagement has been measured from using Saks (2006). The sample items are “I really “throw” myself into my job.”, “Sometimes I am so into my job that I lose track of time.”, “This job is all consuming; I am totally into it.”

Data Analysis

Demographic Analysis

The demographic analysis result represents a higher percentage of male. The age table shows that more respondents are in category of 28 yrs and above. The education table shows that Masters percentage is high. The respondents work experience show that most fall in the category of 11 years and above service bracket.

Demographic Variable	Categories	Frequency	Percent
1 Gender	Female	100	25
	Male	300	75
	Total	400	100
2 Age	23 – 28 yrs	100	25
	Above than 28 yrs	300	75
	Total	400	100
3 Education	Bachelor	50	12.5
	Masters	280	70
	MS/MPhil/PhD	70	17.5
	Total	400	100
4 Experience	1-5 years	40	10
	6-10 years	140	35
	11 years and above	220	55
	Total	400	100

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Correlation Analysis

The Correlation Analysis in below table discloses the direction of positive relationship among variables. In this study, correlation analysis shows that all variables are correlated, mostly positive correlated as prescribed in the hypothesis. It depicts that IL, OC, JE and AP are positively associated.

Constructs	1	2	3	4
1. <i>IL</i>	1			
2. <i>OC</i>	.783	1		
3. <i>JE</i>	.899*	.033	1	
4. <i>AP</i>	.063	.196**	.185**	1

Path Coefficient and Hypothesis Testing

In this study, the control variables are age, gender and tenure. Having controlled for age, gender and tenure, the R2 values are AP= 0.196 and OC = 0.244. The results show that IL is positively related to AP ($\beta = 0.260$, $p < 0.05$); IL is positively related to OC ($\beta = 0.494$, $p < 0.05$); OC is positively related to AP ($\beta = 0.252$, $p < 0.05$). The study confirmed that OC mediates the relationship between IL and AP ($\beta = 0.124$, $p < 0.05$). Consequently, H1, H2, H3, and H4, H5 are supported.

Hypothesis	Relationship	Coefficient	t-value	P value	Supported
H1	IL -> AP	0.260	2.676	0.007	Yes
H2	IL -> OC	0.494	7.251	0.000	Yes
H3	IL->OC->AP	0.124	2.385	0.017	Yes
H4	OC -> AP	0.252	2.400	0.016	Yes
H5	OC->JE->AP	0.367	2.567	0.002	Yes

Discussion

The findings indicate a favorable relationship between IL and AP as well as OC. Additionally; the data suggests that OC modulates the interaction between AP and IL. Therefore, IL and AP are highly predictive. This result is in line with the empirical conclusion that IL

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improves workers' attitudes toward change (Yousef, 2000), empowering them to handle new change (Ali, 1996) and demonstrating AP. Furthermore, the positive correlation between individual performance and IL suggests that IL helps workers handle problems creatively (Ikhwan-us-Safa, 1999, p. 286; Khan et al., 2015). According to certain research, employees that solve problems creatively are more likely to embrace novel ideas that lead to AP (Jong & De Ruyter, 2004). Additionally, IL emphasizes the importance of individuals' perseverance at work and their ability to adjust to new circumstances, particularly in dynamic environments. Consequently, IL enhances AP in businesses. Leadership influences employee behavior in the workplace by providing guidance and motivating them to exhibit job-related behaviors (Ali & Al-Owaihian, 2008). Additionally, the empirical evidence presented in this work supports the mediating function of OC in the link between AP and IL. This makes it possible for individuals to adjust to the demands of new job in a changing setting.

Through IL, workers can engage in a particular activity with complete focus, and this focus at work enhances people's performance, particularly when it comes to innovation (Khan et al., 2015). In essence, IL feedback lets staff members freely express novel concepts. Therefore, as they develop and put into practice new ideas, employees get more support from the leader and confront the new circumstance by arguing with the leader (Javed, 2017). Employee interest in the position will rise if they perceive IL in the workplace (Qi, 2019) hence increasing their job engagement. . Therefore, employees display greater Jo engagement in the presence of inclusive leadership. Low IL makes the employees easily perceive the leader's controlling behaviour and consider the leader as an individual who maintains the standard operating procedures (Liu, Liao, & Loi, 2012) showing no flexibility. Thus, employees abstain from confronting the defined work standards in generating and implementing better adaptive performance. When there is a dominating leadership, employee's exhibit reduced job engagement, which reduces the link between job engagement and AP.

Recommendations

This study highlights the various elements that affect IL and adaptive efficiency, which has some practical implications for managers. Furthermore, this study highlights for management the significance that leadership plays in providing support in the workplace. To establish the conditions required for employees to voice their thoughts, explain new ideas, or challenge the status quo, IL promotes openness, availability, and accessibility (Dorenbosch, et al, 2005; De Jong & Den Hartog, 2010; Javed, 2017). In essence, workers view IL as a helpful leadership role that increases their adaptive performance with enhanced job engagement. Therefore, managers must

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highlight their role as ethical leaders in order to accomplish high employee performance. This is due to the fact that leadership, through encouraging sportsmanlike behavior both within groups and among individuals, holds a crucial role in organizational psychology. Top management must emphasize the right interventions to promote positive psychology within the company (Mayer, Aquino, Greenbaum, & Kuenzi, 2012). Based on the findings, our study recommends that law enforcement organizations should endeavor to integrate IL to achieve effective job engagement and AP. Management may need to include components that can enhance efficient IL and job engagement. These components include emphasizing the organization's objectives and visions and helping staff members understand the role that AP plays in the organization. As a result, it is crucial for leaders to design and implement training initiatives that promote strong employee relationships.

Conclusion

This study used the LMX theory to investigate how IL affects AP and the impact of organizational culture moderated by job engagement. The study's findings supported the notions that there is a positive correlation between AP and IL, OC and AP, and other variables. The research validates OC's function as a mediator between AP and IL and moderated by job engagement. The results of the study reveal that IL has significant positive impact on AP. This indicates that to achieve high employee performance, organization should support supportive and flexible leadership style. This fulfillment allows an organization to achieve more employee adaptive performance in its projects. The results have also shown that there is a significant positive impact of OC on AP which means that a firm can achieve high performance by showing a supportive organizational culture towards the employees. Results have disclosed that job engagement moderates the relationship of OC and AP. So while having open and supportive leader with the perspective of giving opportunities to the employees to enhance their performance, OC can be considered as arbitrating factor. The results have also unveiled that Job engagement has a moderating role in the relationship of OC and AP. This thing elaborates that strong organizational culture has a key role in the implementation of adaptive performance. The results have exhibited that organizational culture can serve as a crucial facet and as a fundamental factor when a firm wants to gain success by accomplishing high levels of job engagement.

Limitations and Future Research Directions

Although this study met all of its goals and added something to the body of existing literature, but there are a few shortcomings that should be noted. This is necessary because a recognition of a study's limitations is an element of the potency of any research (Van

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Dolen, De Ruyter & Lemmink, 2004). The limitations of this investigation offer prospects for future additional investigation. Investigating the significance of motives and attitudes at the person level, such as psychological empowerment, creative self-efficacy, and intrinsic motivation, is one avenue for future research (Shin & Zhou, 2003; Zhang & Bartol, 2010). Moreover, other public and private organizations can implement the suggestions made by this study on AP. To be more precise, the study's first limitation is its small sample size, which makes it difficult to generalize the results. Consequently, it is advised that bigger samples, other cities, and organizations be included in future research. Second, as this study looked into OC mediating role in the relationship between AP and IL, further mediating variables on that relationship should be examined in future research i.e LMX or motivation etc. Lastly, the study's empirical results may have limited external validity because of the Pakistani sample that was chosen. To improve the generalizability of the results, researchers may repeat this study using participants from a different background or culture.

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