Inclusive leadership, psychological empowerment and innovative behavior: Basis for improve employee performance framework

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Abstract

China's economy has entered the fire-new "innovation-driven" stage, which makes the enterprises' development face risks and opportunities. As the central impetus for corporate advancement, innovation can furnish a continuous flow of energy for the ongoing sustainable growth of businesses. The new generation employees have emerged as the dominant force within the professional environment, and they not only show a dynamic creative spirit in the workplace, but also challenge the existing rules and managers because of their "publicized" personality and behavior. When the concept of "inclusive development" was formally put forward at the 2011 Boao Forum for Asia Conference, the theoretical and practical circles have keenly realized that "inclusive leadership" may be an effective means to "tolerate" conflicts and stimulate the creativity of the new generation of employees. Due to the complexity and subtlety of employee creativity management, it is necessary to deeply explore the internal mechanism of inclusive leadership on the creativity of the new generation of employees in the context of Chinese culture. Inclusive leadership style can make employees feel the real meaning of work, thus promoting the improvement of employees' sense of self-efficacy. When employees achieve certain work achievements and have certain work influence, their work autonomy will be significantly improved. At the same time, inclusive leadership emphasizes psychological empowerment, which is essentially a multiple mechanism of action in which all dimensions of inclusive leadership and psychological empowerment are arranged and combined. When employees feel the inclusive style of leadership, their psychological empowerment level will be significantly improved, thus stimulating employees' creativity. Therefore, this study takes the new generation of employees as the research object. Based on the self-determination theory, inclusive leadership style, psychological empowerment and employee creativity are incorporated into the model at the same time to study the mechanism of action. On the basis of theoretical deduction and field investigation, an empirical analysis is conducted on 413 valid questionnaires. Finally, it verifies the mechanism of inclusive leadership style on the creativity of the new generation of employees and draws the following conclusions: First, the creativity of the new generation of

employees is significantly stronger than that of women; Second, inclusive leadership style can significantly enhance the creativity of the new generation of employees; Third, inclusive leadership style can prompt the new generation of employees' psychological empowerment level.; Fourth, psychological empowerment and its dimensions can significantly enhance the creativity of the new generation of employees. Finally, based on the research conclusions, the author suggests that local enterprises should adopt a more inclusive leadership style to treat subordinates in future management practices. When employees perceive the inclusiveness of leaders, their psychological empowerment level will be significantly improved, thus stimulating employees' creative potential and creating more benefits for the enterprise.

Keywords: inclusive leadership, psychological empowerment, employee innovative behavior, productivity improvement framework

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1. Introduction

Since the beginning of the 21st century, China has followed the pace of global economic integration, followed the trend of The Times, and gradually embarked on a sound and fast development path with economic construction as the center, constantly promoting the development of the world economy. In the contemporary era, characterized by the swift progression of scientific and technological advancements, rapid update of knowledge and information, diversified consumer demand and fierce global competition, China wants to stand in the forest of the world economy, and needs more and more enterprises that are in line with international standards to launch new products and services. However, enterprise innovation is based on the creativity of employees. How to effectively stimulate the creativity of employees has become the primary problem for enterprise managers to explore.

As the link of enterprise development, managers' leadership style has a great impact on employees' working attitude and behavior. Literature review shows that in the past decade, scholars have proposed a variety of leadership style theories based on the perspectives of social exchange and cognitive evaluation. Among them, inclusive leadership, as a new leadership style, has attracted more and more scholars' attention. At present, the new generation of employees is gradually becoming the main force in the workplace. They not only show a dynamic creative spirit in the workplace, but also challenge the existing rules and managers with their "loud" personality and behavior.

When the concept of "inclusive development" was formally put forward at the 2011 Boao Forum for Asia Conference, the theoretical and practical circles have keenly realized that "inclusive leadership" may be an effective means to "tolerate" conflicts and stimulate the creativity of the new generation of employees. Due to the complexity and subtlety of employee creativity management, it is necessary to deeply explore the internal mechanism of inclusive leadership on the creativity of the new generation of employees in the context of Chinese culture. The latest Five-Year Plan in China clearly calls for strengthening development advantages and taking into account inclusive development. It calls for transforming a solid foundation for development into a dynamic growth process, and clarifies that China's development in the next five years will be full of vitality and vitality, and inclusive development will be the policy direction that will benefit every citizen and change the course of life.

In the middle of the last century, scholars at home and abroad gradually began to study creativity. In the 1980s, researchers mostly studied employee creativity from the perspective of psychology. Later, with the deepening of research, the research direction gradually changed to the influence of the external environment on employee creativity. According to the literature review, previous research results mainly focus on the following aspects: leader behavior, leader member exchange, job satisfaction, and the influence of leadership style on employee creativity, although there are many studies, it is still in the exploration stage.

In the context of China, in view of the fact that more and more new generation employees are gradually becoming the main force of the enterprise, and that they have high knowledge level, excellent skills, advocate a relaxed and free working atmosphere, and have high requirements for working environment and job satisfaction, how can managers psychologically meet the needs of employees, so as to enable employees to actively participate in work and develop their creative potential? It has become the focus of this paper. Traditional corporate culture advocates "superior superior and subordinate subordinate", and managers regard employees as subordinates who obey their own orders, which is contrary to the features of the new generation of employees mentioned above.

This paper explores the impact mechanism of inclusive leadership on the creativity of the new generation of employees from the perspective of leadership behavior and cognitive evaluation, taking psychological empowerment as the mediating variable, and attempts to reveal the "black box" of the relationship between the two. Through a survey of 413 new generation employees from seven high-tech enterprises in China, we reached the following conclusions. First, the creativity of male employees is significantly stronger than that of female employees. Second, inclusive leadership style can significantly enhance the innovation of the employees; Third, inclusive leadership style can significantly prompt the new generation employees' psychological empowerment; Fourth, psychological empowerment & its dimensions can significantly enhance the new generation of employees' innovation practice, thinking and creativity. Finally, from research conclusions, the author suggests that local enterprises should adopt a more inclusive leadership style to treat subordinates in future management practices. When employees perceive the inclusiveness of leaders, their psychological empowerment level will be significantly improved, thus stimulating employees' creative potential and creating more benefits for the enterprise.

Objectives of the Study - The research aimed to analyze the relationship between inclusive leadership, psychological empowerment, and innovative behavior in order to generate a framework for improving employee performance. Specifically, the paper aimed to elucidate inclusive leadership from cultural competence, commitment and courage, determine psychological empowerment from self-efficacy, work significance, work autonomy, assess the employee innovative behavior from creative thinking, creative practice, creative collaboration, determine the relationships among inclusive leadership, psychological empowerment, employee innovative behavior, then, generate a framework for improving employee performance.

2. Methods

Research Design - This study mainly collects sample data and information through questionnaire surveys. Since some variables are compiled by foreign scholars based on western cultural contexts, it is necessary to modify part of the scale for the enterprise environment in Chinese local contexts. This paper tries to verify the hypothesis through empirical analysis. The variables mainly include: inclusive leadership, psychological empowerment, and employee creative behavior. In order to guarantee the data's authenticity and reliability , researchers need to control and improve the questionnaire design process. The questionnaire design is mainly divided into three aspects: First, by combing domestic and foreign litterateurs, accurately grasping the connotation and dimension of each variable, selecting the most widely used and mature questionnaire with the highest practical value from numerous scales, and translating the original scale from the litterateurs of top foreign journals and referring to the translations commonly used in China, the initial questionnaire of this study is formed. Then, on the basis of the original questionnaire developed, the author held several seminars with two experts in the research field and five students with the same research direction to discuss the original questionnaire.

The research topic involves the content of the original questionnaire, the semantic meaning of the items, the way of elaboration, the applicability in the local context and the layout, etc. On the basis of synthesizing the opinions of the researchers, the author modified and improved the original questionnaire appropriately to form a questionnaire suitable for this study. Finally, the preliminary questionnaire was issued, a small range of pre-test was conducted, and the reliability of the scale was evaluated. The questionnaire was further modified and improved through the evaluation of the data analysis and processing pretest result questionnaire and the feedback in the process of filling in the questionnaire, and the formal questionnaire was finally formed for this research. This paper is based on the hypothesis: inclusive leadership is positively linked to psychological empowerment and the innovative actions of employees. The interplay among inclusive leadership, psychological empowerment, and employees' innovative conduct is pivotal in establishing the innovation infrastructure of foundational high-tech firms.

Participants of the Study - This study only focuses on employees with high professional skills in high-tech

enterprises, such as financial consulting enterprises and technology research and development enterprises, and the data collection objects were mainly mental workers. The research object is 7 enterprises in Chongqing, and 60 employees are randomly selected from each enterprise.

Instruments of the Study - The study's data were gathered through surveys, which encompassed four distinct sections. The initial segment allowed us to acquire information regarding participants' age, gender, working hours, and other such details. The second part is inclusive leadership, which is reflected in Cultural competence, Commitment and Courage. The third part is psychological empowerment, which is reflected in three aspects: Self-efficacy, Work Significance and Work Autonomy. The fourth part is Innovative Behavior, including Creative thinking, Creative practice and Creative Collaboration. The proposal of innovation behavior theory has accelerated researchers' research efforts on innovation behavior, as well as obtained rich study results. Since internal research has different purposes, researchers choose different research perspectives to some extent. This study designed questionnaires for different dimensions, including single-dimensional, two-dimensional, four-dimensional and five-dimensional questionnaires.

Table 1
Organizational Support, Organizational Identity and Organizational Innovation Climate: Basis for Employees' Innovative Behavior Framework in Chinese Technology Companies

Variable	Cronbach's Alpha	Remarks
1A. Altruism	0.821	Good
1B. Conscientiousness	0.775	Acceptable
1C. Civic Virtue	0.861	Good
1D. Sportsmanship	0.880	Good
1E. Courtesy	0.791	Acceptable
2A. Communication	0.836	Good
2B. Team Effectiveness	0.926	Excellent
2C. Conflict Resolution	0.882	Good
3A.Financial Performance	0.585	Good
3B. Organizational planning and innovation	0.887	Good
3C. Employee Satisfaction	0.880	Good

Data Gathering Procedures - In this study, the main variables, including inclusive leadership, psychological empowerment, as well as innovation behavior, were put into questionnaires, and the paper version and electronic version of the questionnaire were formed. For the scientificity and preciseness of academic study, the author formed a template for the preliminary questionnaire, and invited 3 experts in the field of organizational team building, 5 academic graduate students in business administration and 4 new generation employees in large enterprises to review the questionnaire, aiming at correcting the smooth completion of sentence expressions in the questionnaire and eliminating sentence ambiguities. Avoid understatement. Therefore, through the above procedures, we repeatedly modified the content and form of the questionnaire to ensure the feasibility and suitability of the questionnaire, and finally formed a complete questionnaire, which mainly includes three parts, including filling instructions, main research variable items and basic personal information of the subjects, as shown in the appendix. The survey object of this study covers the middle and senior leaders and employees of high-tech enterprises, which can more directly reflect the innovative behavior of employees. All questionnaires in this study were anonymous in order to protect user privacy and obtain more realistic data. In addition, to ensure practicality, this study adopted a strict sample screening method. Questionnaires with obvious problems in filling in basic information, invalid questionnaires whose filling time is less than 40 seconds, and all the options in the matrix scale are the same are eliminated to ensure the authenticity and effectiveness.

Data Analysis - To describe inclusive leadership such as cultural competence, commitment and courage, we used weighted average and grade. Psychological empowerment was determined from the aspects of self-efficacy, job meaning and job autonomy. Evaluate innovative behavior from the aspects of creative thinking, creative practice and creative collaboration. All data analysis in this study was performed with the spss28 version. Shapiro-Wilk data show that the variables's P-value are less than 0.05, indicating that the collected data does not suit the normal distribution. Then, non-parameters are used to test the data and identify connections among

variables, dimensions, and metrics.

Ethical Considerations - Informed consent: The study obtained explicit consent from all participants at the beginning. Following ethical guidelines, we ensured that the informed consent of each participant was fully respected during the study. The research team elaborated on the purpose and steps of the study, ensured that the participants clearly understood the confidentiality of the information collected, and obtained their explicit consent. The study was mainly conducted in the form of an online questionnaire, and the questionnaire explained the terms of informed consent in detail to promote the voluntary participation of the participants. The purpose, procedures, rights and responsibilities of the participants were fully explained. Privacy protection and data security: Throughout the survey process, we attach great importance to the privacy of the participants. To protect privacy, a single login mechanism is set for each ID account, and data security is guaranteed by technical means. No one except the research team and participants can access the relevant information. We made a clear commitment to the participants that the collected data will only be used for academic research and will not be used for any other commercial or non-research purposes. After the survey, all related procedures were closed to further protect the privacy of the participants. In addition, the research team implemented strict data protection measures to ensure the safe storage of research data, and only authorized research team members can access the data.

3. Results and discussion

Table 2

Summary Table on Inclusive Leadership

Key Result Areas	Composite Mean	VI	Rank
Cultural Competence	3.01	Agree	3
Commitment	3.06	Agree	2
Courage	3.08	Agree	1
Grand Composite Mean	3.05	Agree	

The Summary Table 2 distills the core components of inclusive leadership, ascribing a VM score of 3.05, that was indicative of a general consensus—"Agree." This score reflects the organization's collective perception of its leadership's effectiveness in embracing exclusivity. The implication for research is that while a foundational level of inclusive leadership is acknowledged, there exists a substantive opportunity to further scrutinize and bolster each dimension to achieve a more profound impact within the organizational context. Courage stands out as the most affirmed attribute, with a VM score of 3.08, revealing that leaders are particularly esteemed for their valorous actions in advancing exclusivity. The preeminence of courage raises the question of why it is so pivotal. It is posited that courage in leadership is the linchpin that enables the of new initiatives and the surmounting of barriers to exclusivity.

Nestled between the highest and lowest ranked areas, Commitment garners a composite mean of 3.06, followed by Cultural Competence at 3.01. Both are interpreted as "Agree," indicating a recognized yet not fully optimized commitment to inclusivity and cultural understanding. These indicators, while not as highly weighted as Courage, are integral to the inclusive leadership framework and contribute significantly to the overall positive evaluation. Cultural Competence, with a composite mean of 3.01, occupies the lowest rank, yet still resides within the "Agree" category. To sum up, this summary table on Inclusive Leadership encapsulates the multifaceted nature of leadership within an inclusive paradigm. When an organization demonstrates a baseline commitment to inclusive practices, the data beckons for a more concerted effort to enhance cultural competence and to leverage courage as a catalyst for change. Next study should focus on identifying the function through that these leadership attributes will be further developed and integrated into the organizational ethos.

Table 3 distills the essence of what constitutes an empowered workforce. With a grand composite mean of 3.10, the overall sentiment aligns with the "Agree" category, suggesting that employees, to a moderate extent, feel empowered within their roles. This research implication is twofold: it underscores the importance of

psychological empowerment for organizational health and points to areas that may require further development to enhance the sense of empowerment among employees.

Table 3

Summary Table on Psychological Empowerment

Key Result Areas	Composite Mean	VI	Rank
Self-efficacy	3.05	Agree	3
Work Significance	3.11	Agree	2
Work Autonomy	3.13	Agree	1
Grand Composite Mean	3.10	Agree	

Leading the pack with a composite mean of 3.13 is Work Autonomy, which is interpreted as "Agree" and is ranked first. This indicator's prominence indicates that autonomy in work is a critical component of psychological empowerment. The question that arises is why work autonomy is so pivotal. A robust body of literature supports the notion that autonomy fosters a system of ownership, mastery, and purpose, that can in turn generate increased motivation, creativity, and job satisfaction (Gagné et al., 2017). Nestled between the highest and lowest ranked areas, Work Significance garners a composite mean of 3.11, ranking second, while Self-efficacy, with a mean of 3.05, occupies the third position. Both are interpreted as "Agree," indicating that employees value the significance of their work and their perceived self-efficacy. These areas, while not as highly rated as Work Autonomy, are nonetheless integral to the overall empowerment experience.

The indicator with the lowest weighted mean, Self-efficacy, scores 3.05 and is interpreted as "Agree." This suggests that while employees generally feel confident in their abilities, this aspect of psychological empowerment is not as strongly affirmed as others. The question worth exploring is why self-efficacy might be less pronounced. It could be that employees, despite their capabilities, do not always perceive sufficient support or resources to bolster their self-efficacy. Recent studies have highlighted the importance of organizational support and developmental opportunities in enhancing employees' self-efficacy (Stajkovic et al., 2003).

In conclusion, the Summary Table on Psychological Empowerment provides a nuanced view of the factors contributing to employee empowerment. While Work Autonomy is highly valued, the data indicates that there is an opportunity to particularly strengthen the support for Self-efficacy. Future research should investigate the organizational and personal factors that influence the dimensions of psychological empowerment and explore how organizations can better support their employees in these areas, thereby creating a more empowered, engaged, and high-performing workforce.

Table 4

Summary Table on Employee Innovative Behavior

Key Result Areas	Composite Mean	VI	Rank
Creative Thinking	3.00	Agree	3
Creative Practice	3.01	Agree	2
Creative Collaboration	3.02	Agree	1
Grand Composite Mean	3.01	Agree	

Table 4 encapsulates an analysis of employee innovative behavior, distilling the essence of three key result areas into a composite view. The 3.01 composite mean, that translates to the mean of "Agree," indicates a moderate level of endorsement for the presence of innovative behaviors within the organization. This finding highlights the significance of nurturing the circumstances that not only tolerates but also encourages innovation, as it is a critical differential for success involved in a volatile business landscape.

The area of Creative Collaboration has the highest VM, garnering a 3.02 score and an "Agree" interpretation, ranking it first. This suggests that employees place a significant value on the collaborative aspects of innovation, recognizing that synergy within teams can lead to more impactful and creative outcomes. The question that arises is why collaborative efforts are so highly esteemed. The literature supports this, highlighting that collaborative environments foster a diversity of ideas and approaches that are essential for innovation (Horwitz

et al., 2019; Joshi et al., 2019). Creative collaboration ranks highest, indicating that employees excel in working together to generate and implement innovative solutions. This strong collaborative culture is a critical asset for the organization. Creative practice is also well-regarded, showing that employees are able to translate their ideas into practical applications. Continued support in this area can further bolster innovative outputs. Although employees agree they engage in creative thinking, this area ranks third, highlighting an opportunity to further encourage and develop creative thought processes within the workforce.

Nestled between the highest and lowest ranked areas, Creative Practice and Creative Thinking follow with composite means of 3.01 and 3.00. Both are understood as "Agree," indicating a general acknowledgment of the importance of both generating new ideas and practical execution from these ideas within the workplace. These areas, while not as highly weighted as Creative Collaboration, are nonetheless integral in order to improve the organizations' innovation performance.

The lowest weighted mean, with a score of 3.00, is attributed to Creative Thinking. This is interpreted as "Agree" but ranks the least among the key result areas. The question worth exploring is why this foundational aspect of innovation does not resonate as strongly with employees. It could be that despite recognizing the importance of creative thinking, employees may encounter obstacles such as a lack of time, resources, or organizational support that hinders their ability to engage in truly creative thought processes (Amabile, 2018; Woodman et al., 2019).

To sum up, the Table 4 analysis underscores that importance in fostering an environment that supports all aspects of employee innovative behavior. While there is a general agreement on the significance of creative collaboration, practice, and thinking, the data suggests it has a chance to particularly reinforce support for creative thinking. Future research should investigate the organizational and personal factors that influence the dimensions of innovative behavior and explore how organizations can better support their employees in these areas, thereby cultivating a more innovative and agile workforce.

Table 5

Relationship Between Inclusive Leadership and Psychological Empowerment

Variables	rho	p-value	Interpretation
Cultural Competence			
Self-efficacy	0.591**	< .001	Highly Significant
Work Significance	0.640**	< .001	Highly Significant
Work Autonomy	0.646**	< .001	Highly Significant
Commitment			
Self-efficacy	0.727**	< .001	Highly Significant
Work Significance	0.750**	< .001	Highly Significant
Work Autonomy	0.718**	< .001	Highly Significant
Courage			
Self-efficacy	0.708**	< .001	Highly Significant
Work Significance	0.800**	< .001	Highly Significant
Work Autonomy	0.733**	< .001	Highly Significant

Table 5 delineates an empirical connection in inclusive leadership and psychological empowerment, as measured by various variables. The table presents a series of correlation coefficients (rho) that reveal the significance in this connection. With all p-values being less than .001, every correlation is not only statistically significant but also highly significant, underscoring the robust connection between the constructs of inclusive leadership & the dimensions of psychological empowerment. The research implication is inclusive leadership may be a vital factor in prompting a psychologically empowered workforce.

The strongest relationship is observed between Courage and Work Significance, with 0.800 correlation coefficient. This means "Highly Significant," indicating a very highly positive relationship between these two variables. The question that arises is why this particular pairing exhibits such a robust connection. The literature suggests that courageous leadership behaviors can significantly enhance the significance employees attribute to

their work, as leaders who demonstrate courage are much more likely to motivate and empower workers, leading to a stronger sense of influence and value (Sosik, 2018).

The next highest correlations are found between Commitment and Work Autonomy (0.718), Courage and Work Autonomy (0.733), and Commitment and Work Significance (0.750). All these are also interpreted as "Highly Significant." These correlations suggest that there is a strong consensus among respondents that inclusive leadership behaviors are closely tied to the autonomy and significance that employees perceive in their work.

The lowest correlation in terms of magnitude, while still highly significant, is between Cultural Competence and Self-efficacy (0.591). This is interpreted as "Highly Significant," but it represents the weakest link among the relationships presented. The question worth exploring is why this correlation, though significant, is not as strong as the others. It could be that employees perceive cultural competence in leadership as important, but its impact on their self-efficacy is less direct or immediate compared to other aspects of inclusive leadership. Research indicates that while cultural competence is valued, its influence on psychological empowerment may be more subtle and moderated by other factors such as organizational culture and diversity practices (Thomas et al., 2019; McClean et al., 2020).

In conclusion, the analysis of Table 5 underscores the profound impact that inclusive leadership can have on psychological empowerment. While all dimensions of psychological empowerment are significantly enhanced by inclusive leadership, the data indicates that there is a particularly strong effect on work significance and autonomy. Future research should investigate the mechanisms through which inclusive leadership behaviors translate into psychological empowerment and explore how organizations can leverage these insights to foster a more empowered and engaged workforce.

Table 6

Relationship Between Inclusive Leadership and Employee Innovative Behavior

Variables	rho	p-value	Interpretation
Cultural Competence			
Creative Thinking	0.516**	< .001	Highly Significant
Creative Practice	0.555**	< .001	Highly Significant
Creative Collaboration	0.492**	< .001	Highly Significant
Commitment			
Creative Thinking	0.639**	< .001	Highly Significant
Creative Practice	0.646**	< .001	Highly Significant
Creative Collaboration	0.641**	< .001	Highly Significant
Courage			
Creative Thinking	0.686**	< .001	Highly Significant
Creative Practice	0.666**	< .001	Highly Significant
Creative Collaboration	0.661**	< .001	Highly Significant

Table 6 presents the correlation in inclusive leadership and various dimensions of innovative behavior. The analysis reveals a highly significant positive relationship across all variables, indicating that inclusive leadership strongly correlates with enhanced innovative behavior among employees. The findings highlight the central role of inclusive leadership in shaping a work environment that fosters innovation, which is of great significance for organizations to maintain their leading edge in today's rapidly changing business competition.

Among these indicators, "Courage with Creative Thinking" yielded the highest correlation (rho = 0.686, p < .001), interpreted as "Highly Significant." This suggests that leaders who exhibit courage significantly enhance their employees' creative thinking abilities. Courageous leaders likely progress a comfortable environment for workers to express novel thoughts and take risks, which is essential for innovation. Javed et al. (2021) provides insights into the link between relational leadership and employee innovative behavior. From these findings, the article suggests that HR should sort order candidates when selecting leadership talent.

Indicators such as "Courage with Creative Practice" (rho = 0.666, p < .001), "Courage with Creative Collaboration" (rho = 0.661, p < .001), and "Commitment with Creative Collaboration" (rho = 0.641, p < .001) rank in the middle, all displaying highly significant positive correlations. These results further reinforce the strong association between inclusive leadership and the various facets of innovative behavior.

The indicator "Cultural Competence with Creative Collaboration" has the lowest correlation (rho = 0.492, p < .001), though still "Highly Significant." This lower correlation suggests that while cultural competence is important, it may not be as directly impactful in fostering creative collaboration as other leadership qualities. One reason for this could be that cultural competence primarily addresses diversity and inclusion, which, while crucial, may require additional factors such as active engagement and direct support to effectively enhance collaborative efforts. Javed et al. (2021) analyze the interrelationships among inclusive leadership, leader-member exchange (LMX), and innovative work behavior (IWB) as experienced by employees in Pakistan. The study proposes a hypothesis that leader-member exchange plays a bridging role between inclusive leadership and employees' innovative behavior.

Table 7

Relationship Between Psychological Empowerment and Employee Innovative Behavior

Variables	rho	p-value	Interpretation
Self-efficacy			
Creative Thinking	0.647**	< .001	Highly Significant
Creative Practice	0.586**	< .001	Highly Significant
Creative Collaboration	0.622**	< .001	Highly Significant
Work Significance			
Creative Thinking	0.720**	< .001	Highly Significant
Creative Practice	0.707**	< .001	Highly Significant
Creative Collaboration	0.657**	< .001	Highly Significant
Work Autonomy			
Creative Thinking	0.690**	< .001	Highly Significant
Creative Practice	0.675**	< .001	Highly Significant
Creative Collaboration	0.599**	< .001	Highly Significant

Table 7 illustrates the connection in different dimensions from psychological empowerment (Self-efficacy, Work Significance, Work Autonomy) and employee innovative behavior (Creative Thinking, Creative Practice, and Creative Collaboration). The results reveal a highly significant positive correlation across all variables, indicating that psychological empowerment plays a vital part in enhancing innovative behavior. This finding underscores the importance of empowering employees to bolster their capacity for innovation, a key driver of organizational success in an increasingly competitive market.

The highest correlation is observed between "Work Significance and Creative Thinking" (rho = 0.720, p < .001), which is interpreted as "Highly Significant." This suggests that if workers consider if their work is useful and unique, their creative thinking abilities are significantly enhanced. The intrinsic motivation derived from meaningful work likely fosters a greater engagement with tasks, leading to high-level innovation. This is supported by recent research by Lee and Kim (2020), who found that employees who find their work meaningful are more inclined to engage in inventive in innovative thinking activities, as they are intrinsically motivated to contribute to their organization's success.

The indicators "Work Autonomy with Creative Thinking" (rho = 0.690, p < .001), "Work Significance with Creative Practice" (rho = 0.707, p < .001), and "Self-efficacy with Creative Thinking" (rho = 0.647, p < .001) rank in the middle, all showing highly significant positive correlations. These findings further highlight the strong connection between psychological empowerment and various aspects of innovative behavior.

The indicator "Work Autonomy with Creative Collaboration" has the lowest correlation (rho = 0.599, p < .001), though it remains "Highly Significant." This relatively lower correlation suggests that while work autonomy is important, it may not be as directly influential in fostering creative collaboration compared to other

dimensions of psychological empowerment. A possible explanation is that autonomy primarily empowers individual decision-making and creative effort, but collaboration often requires additional elements such as interpersonal skills and collective coordination.

This paper discusses the connection among inclusive leadership and psychological empowerment,and innovative behavior. We find that it is multifaceted among the variables. Inclusive leadership emphasizes that leaders value diversity and respect employees with diverse backgrounds, perspectives, and experiences. This leadership style creates a more open and collaborative workplace atmosphere where workers feel respected and accepted. If workers feel respected and accepted, they prefer to actively engage at work, share ideas, and commit to improving the quality of their work.
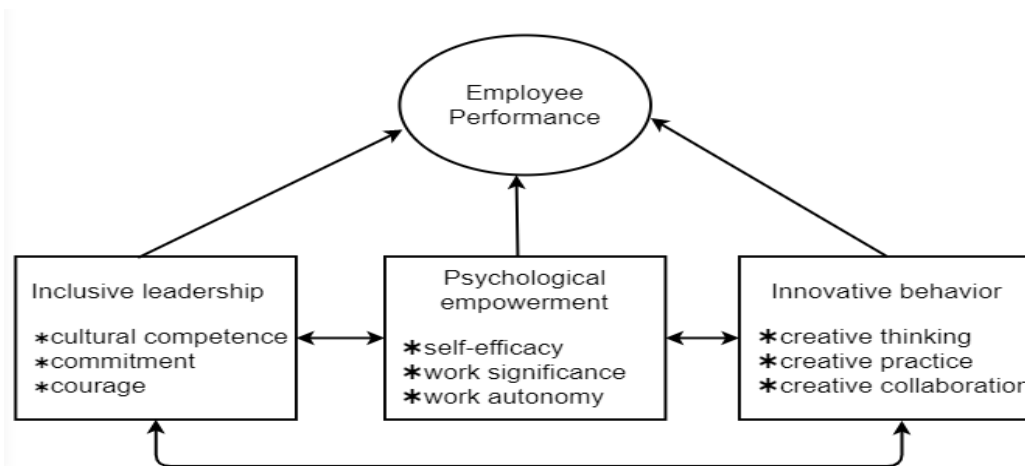

Figure 1. Improve Employee Performance Framework for High-Tech Enterprises in China

Psychological empowerment involves the autonomy, competence, meaning, and influence that employees feel at work. Inclusive leadership reinforce the psychological empowerment of workers by empowering and encouraging their sharing in the decision-making process. If workers think they have autonomy in their jobs, they could be more willing to show higher engagement and motivation, which directly contributes to improved work performance. Innovative behaviors are novel and creative behaviors that employees exhibit at work that help solve problems and improve processes. Inclusive leadership and psychological empowerment can inspire innovative behavior in workers. An inclusive work environment encourages employees to prompt new thoughts, and psychological empowerment provides the confidence and motivation to implement those ideas.

There is an interaction between these three variables. Inclusive leadership can directly promote psychological empowerment, which in turn can enhance employees' innovative behavior. In turn, innovative behavior can also strengthen employees' sense of self-efficacy and commitment to work, further increasing their level of psychological empowerment. When employees feel psychologically empowered under the influence of inclusive leadership, they are more likely to adopt innovative behaviors at work that contribute to increased productivity and quality. Moreover, the act of innovation itself can lead to new solutions and working methods that can improve productivity and performance. Inclusive leadership, psychological empowerment, and innovative behavior contribute to improved employee performance by increasing employee job satisfaction, engagement, self-efficacy, and engagement. Organizations should recognize the importance of these variables and adopt appropriate leadership and human resource management strategies to foster and maintain an environment that supports employee performance.

4. Conclusions and recommendations

Respondents showed a high level of acceptance of inclusive leadership in the organization, and showed a high level of satisfaction in the Leader's cultural competence, commitment and courage. While respondents were generally satisfied with psychological empowerment, and while respondents showed extremely high satisfaction

with each dimension, job autonomy was considered the most important factor. Most respondents are satisfied with the overall performance of employees' innovative behavior, and creative collaboration is considered a key factor in this success. There is a highly significant relationship between inclusive leadership and each sub-dimension of psychological empowerment; at the same time, there is a strong direct relationship between inclusive leadership and employees' innovative activities, and psychological empowerment also exists between innovative activities Significant direct impact. Based on the study, this paper constructs the framework of employee performance improvement in Chinese high-tech enterprises, and creates a positive working environment for high-tech enterprises to promote employee performance.

Organizations may continue to invest in training and development programs to improve leaders' cultural competence, commitment, and courage. Regular feedback and evaluation ensures that these practices remain effective and meet employee expectations. Organizations may consider strategies to increase employee autonomy. recognizing that job autonomy is a key factor in psychological empowerment. This can include providing more decision-making power, flexible work schedules, and opportunities for employees to choose ways to complete tasks. Companies may encourage team-based projects and cross functional collaboration since creative collaboration is key to the success of employees' innovative behavior. Creating an environment that supports open communication and idea sharing can further foster innovation. Adopting this framework would enable organizations to create a conducive environment for employee growth, innovation, and high performance. Its comprehensive nature ensures that all critical factors contributing to employee success are addressed, making it a valuable tool for human resource management and organizational development. Future researchers can further explore the relationship among different leadership styles , psychological empowerment,& innovative behavior, so as to construct a framework for employee performance improvement under different leadership styles.

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