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**IMPACT OF THE INCLUSIVE LEADERSHIP INCREASING TO AN EMPLOYEE JOB PERFORMANCE IN PUBLIC INSTITUTIONS: NEW CONCEPT MODEL PROPOSE TO EVOLVE THE MANAGEMENT SCIENCE BASE ON UPPER ECHELONS THEORY**

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**ABSTRACT**

The public institutions have some misguide from the vision and missions on the heterogeneous, no-data and newest inventions and VUCA condition. This study would be investigating the research gap within the human resource on the task performance within the role model of leaderships within the inclusive leadership that it conducts to the fostering well innovations. The novelty research-result from the predicted new proposed model have the powerful research- model to pursue an employee performance within an unique of an employee capability that more contribution on body of knowledge on theory of the theory of upper echelons that it's have integrated various fields within top managers capabilities and competencies. Hence, the research method was conduct using the predicting strategy in multivariate data analysis within an among the latent variables, such as the predicted impact within the SmartPLS software. The scholars were hope make to contribution on the body of knowledge to the theory that conducted in this synthesis within the public institutions in Indonesia.

**KEYWORDS:** Role model, Inclusive leadership, the fostering of innovation, employee job performance.

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**INTRODUCTION**

The VUCA is related to the institution of a knowledge-based public organization continuously living in a volatile, uncertain, complex and ambiguous (VUCA) world. It's important to be able to focus on leadership behaviors that are critical to advancing innovation, achieving something

important in employee performance in public organizations. (Verma, 2021)A reliable **leadership** model and perspective on the distant future based on a VUCA world is a renewal-based that applies learning from the modern military world to a qualified modern business world and always **focuses on the absolute scope, quality of management strategy of public institutions and economic costs** can be a solution to overcome **VUCA challenges**. (Mathew, 2019)

The determinant factors within the rigor competitions, knowledge sharing, provide big data, and the human resources on the employee job performance within source of employee capabilities, that have been could be confirm result of wide research on the public institutions (Day, Crown, & Ivany, 2017; Pittino, Visintin, Lenger, & Sternad, 2016; C.-J. Wang, Tsai, & Tsai, 2014; Z. Wang, Sharma, & Cao, 2016), (Harrigan, Evers, Miles, & Daly, 2017), (Bitter & Grabner-Kräuter, 2016).

Importantly, an analysis have the very misguide process of the impact to employee job performance within source of inclusive leadership and the meaning in an among public institutions as the result research from many scientist synthesis and contribution to body of knowledge for the theory of the Upper echelons theory, that some research gap that must be fulfill the novelty variables as the new models of the human resources management research within the inclusive leadership such as the role model from among employee.(Järvinen & Karjaluoto, 2015; Lassala, Carmona, & Momparler, 2016; Stan De, Monique, & Guy Van, 2017; Straker & Wrigley, 2016; W.-L. Wang, Malthouse, Calder, & Uzunoglu, 2017)(Caver & Livers, 2021; Nishii & Leroy, 2022)

Furthermore, the objective of this analysis would be synthesis the new- research model to fulfilling the research gap between the role of human resources development and the inclusive leadership within its attempt on the employee job performance.(Ashikali et al., 2021; Byrd, 2022)Hence, the focus of an intervening variables as develop of resource of the fostering innovations within a synthesis of results to contribution on the body of knowledge to the theory of UE Theory.(Demirkan & Spohrer, 2014; Geraerds, 2012; Järvinen & Karjaluoto, 2015; Kianto, Sáenz, & Aramburu, 2017; Kim, Cavusgil, & Cavusgil, 2013; Landroquez, 2013; Li, 2010; Malik, Pereira, & Budhwar, 2017; Matošková & Směšná, 2017; Obal & Lancioni, 2013; Ouakouak & Ouedraogo, 2017; Pittino et al., 2016; Senichev, 2013; Stone, Deadrick, Lukaszewski, & Johnson, 2015; Walmsley, 2016; Xerri & Reid, 2017)

With growing importance, the human resources within the value creation on the source of employee value an among public institutions have many strategic plans to attempt the role model of leadership such as the inclusive leadership that it could impact to the employee performance, within good manage for the tight competition, the human resources- advantage on entire KPI. Furthermore, the strategic choices have done by managers for improvement to the employee performance within a good human resources and well competencies (Bravo, Matute, & Pina, 2015; Kang & Lam, 2016; Mullen, Kelloway, & Teed, 2017)(Poisson-de Haro & Bitektine, 2015; Z. Wang et al., 2016)(Aima, Susilo, Purwanto and Wiratih, 2015)(Caver & Livers, 2021; Hanh Tran & Choi, 2019a).

## 2. LITERATURE REVIEW AND THE HYPHOTESIS

The scientist movement has in this synthesis was investigating the research- model to pursue the employee job performance within the public institutions on conducted within the contributions for the body of knowledge on the Upper Echelons' theory of the firm for the competitions and holistic, also for the contributions in develop of the management implications to make the strategies. Importantly, in this inquiry for attempted the robust competitiveness advantage to leads the superior employee job performance to doing business for the long- run and sustainable for the future business(Musavengane, 2019).(Mgammal& Al-Matari, 2021; Peng et al., 2020)

### **The Upper Echelons Theory and the Contributions on Body of Knowledge the Management Science**

The organization structure and incremental innovation could improve of the well employee job performance and the strategic approach on HR management and making subordinate within efficiently process to develop future action plan within the business development. (Dewi& Susilo, 2021; Lan et al., 2021)The Upper Echelons theory would help to knowing, evaluating, predicting and explaining the paradigm more to be precisions.(Tang et al., 2020) Moreover, the R-A theory have some knowledge about competition entire firm in heterogeneous industries and the sustainable competitive advantage should have as the foundation of the corporations to create the best structures, bundles and provide the top-organization's resources and it's have smart- management within hybrid competitive strategy for achieving the employee performance within source of well employee capabilities.(Arnold et al., 2021; Kalkavan&Katrinli, 2014; Maden-Eyiusta&Alten, 2021)(Alisher Tohirovich, Changjoon, & Junghyun, 2017; Gabrielsson, Seppälä, & Gabrielsson, 2016; Shelby D. Hunt, 2013, 2015; Shelby D Hunt & Morgan, 1995; Krausert, 2017; Kumar & Yakhlef, 2016; Stan De et al., 2017;)

Theoretically, analytical frameworks that conceptualize and explain leadership practices with reference to individual leaders and their interactions, such as resilience in times of uncertainty and situational ambiguity impose changing policy orientations, instructional leadership practices in crises and digital instruction leadership and consider specific cultures and social structures, rather than emphasis on actors. (Ashikali et al., 2021; Byrd, 2022)

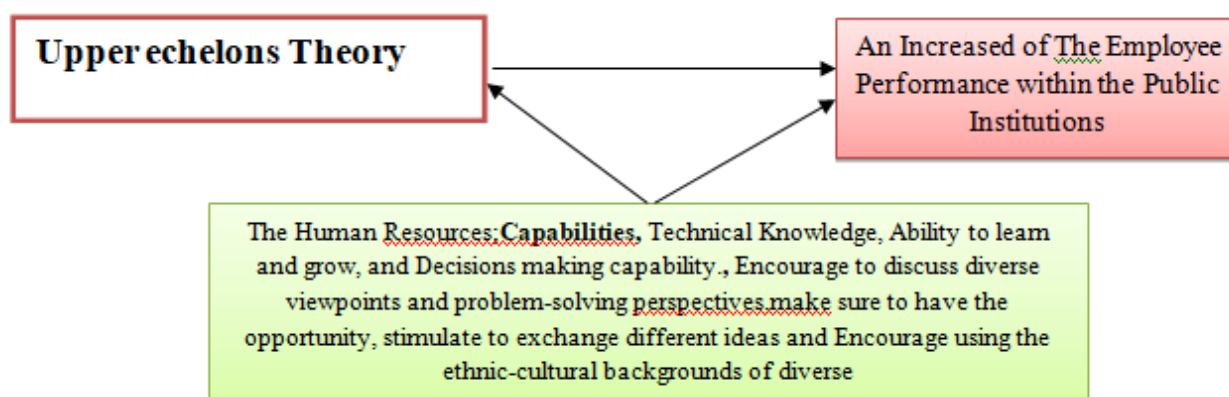
To increase employee representation, an organization needs to focus on how to encourage this inclusion. The need for careful attention to inclusion has become even more important. An inclusive climate is considered a prerequisite allowing utilizing multiple perspectives and ideas that can enrich the decision-making process and improve the performance of diverse teams. (Caver & Livers, 2021; Nishii & Leroy, 2022)

Thus, attention to aspects of an inclusive work environment to appreciate differences and to favor the integration of minority employees and in public management and human resource management (HRM) shows that, among other aspects, diversity management and leadership are important to foster organizational inclusivity. (Tran & Choi, 2019a; Nishii & Leroy, 2022)

As well as generic management literature underscores the need for supportive leadership to enable fruitful cooperation in diverse teams and, therefore, to enable inclusivity in organizations and teams and with public leadership likely to focus on employee behavior. The mechanisms mentioned above suggest that inclusivity depends on interactions between team members. (March & Play, 2019b)

Furthermore, **inclusive leadership has characteristics** that include: 1. Encourage to discuss diverse viewpoints and problem-solving perspectives with colleagues 2. Make sure to have the opportunity to express diverse points of view 3. Stimulate to exchange different ideas with colleagues 4. Encourage using the ethnic-cultural backgrounds of diverse colleagues for problem solving 5. Ensure using the diverse ethnic-cultural backgrounds of colleagues as a source of creativity and innovation 6. Stimulate learning from the ethnic-cultural background of colleagues 7. Stimulate active participation in teams 8. Ensure being an equal team member. 9. Prevents to think in negative stereotypes about peers, 10. Prevent employees from forming groups that can exclude other colleagues 11. Make sure to have the opportunity to be myself in the team of 12. Communicating the benefits of ethnic-cultural diversity for the team to employees 13. Make sure to have the opportunity to have a voice in the team. (Ashikali et al., 2021)

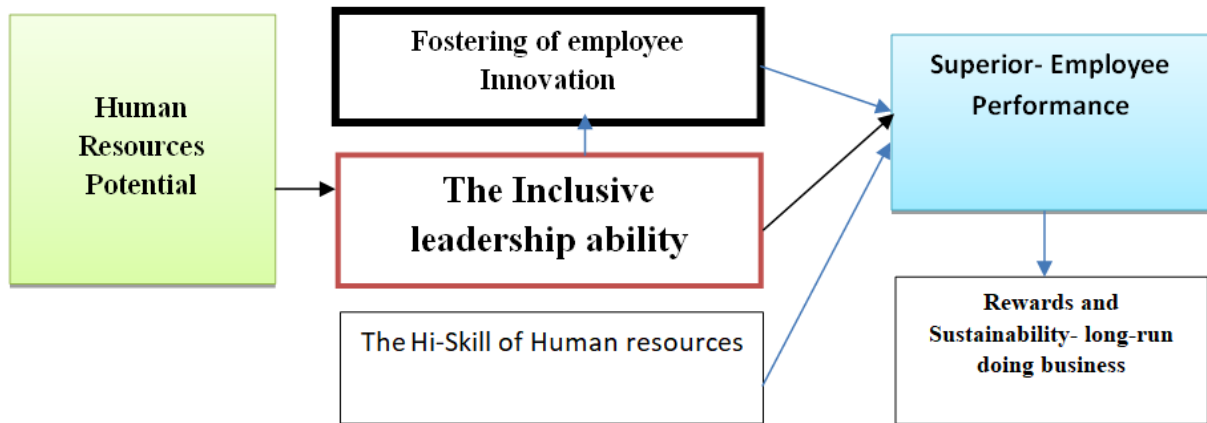
As a new form, the scholar was mentions to the grand theory GST to fulfill the research gap and its was make the contribution for the body of knowledge and gain the novelty the research result from an empirical research as follow, the figure 1 below(Ashikali et al., 2021; Byrd, 2022):



**Figure 1.** The Upper Echelons Theory, also the Path to Contributions on Body of Knowledge and to evolve the Management Science within the human resources development

### The Framework and Hypothesis

Regarding, the research framework of increased- Employee Performance within national retailer-Corporations in Jakarta, Indonesia should be to develop for fulfillment the research gap for finding the knowledge to improvement the superior- employee performance that it conduct to the empirical study within the previously research.(Chiang & Birtch, 2010; Gupta, Singh, & Bhattacharya, 2017; Munir, Rahman, Malik, & Ma'amor, 2012). Moreover, the schemes of research- framework as follow figure 2, below:



**Figure.2.** The Research Model to Increase the superior Employee Performance within the Public Institutions.  
 (Source: Develop from an Author)

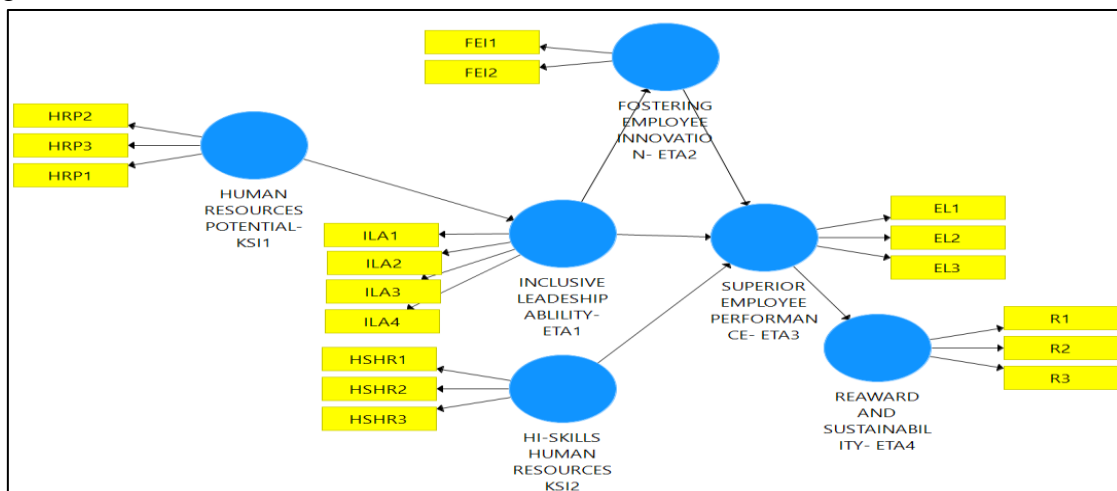
The hypothesis in this study the conceptual research model, as follow:

H<sub>1</sub>: The Inclusive Leadership and antecedents are positively related to attempting superior employee performance.

### 3. RESEARCH METHOD

In this inquiry the research would conduct within the quantitative methods and the survey design. Actually, the respondent for this research conducted within total sampling and the employee Public Institutions in Jakarta (Mathwick, Wagner, & Unni, 2010; E. Thomas, 2013). Further, the survey was conduct within the self-administered questionnaire that uses the rating scale for entire latent variables to make the response for increase the well employee the job performance (Sekaran and Bougie, 2016). Hence, the tools- instrument have the independently cross-sectional collected method and conducted with the rating scale as an interval data scale (1 to 10 very good).

Importantly, the research model was building within the SmartPLS tools, such as figure below (Chang et al., 2016):



**Figure.3.** The SmartPLS Model to Increase the superior Employee Performance base on the GST  
(Source: Develop from an Author)

Furthermore, the first step was doing assessments of the validity and reliability the parameters and the construct test that conducted with outer- model in structural equation modeling among variables within the outer model testing, the second step should assessment of the hypotheses testing to predict the job performance the Public Institutions in Jakarta, within the inner-model by compare to the  $p$ -value  $< 0.05$ . (Hair, Black, Babin and Anderson, 2010)(Evermann & Tate, 2016). (Chang et al., 2016; Dewi& Susilo, 2021; Lei et al., 2021; Majumdar et al., 2010)

#### **4. DATA ANALYSIS**

The business model data analysis would conduct to the structural equation modeling(the SmartPLS), because entire the variables were latent characteristics.(Du et al., 2018) Moreover, the two step approach have pertains; outer-model and the structural hybrid full model such as the inner-model and used the predictive strategies were conducted in this multivariate data analysis, with a testing the validity and the reliability construct, also synthesis the hypothesis proved (Susilo and Yulius, 2017)(Elbaz et al., 2018; Haryani et al., 2021; Susilo & program, 2021). The research result would have for the data analysis pertain: the sensitivity analysis: the test indicated did not have the outlier and missing value that conducted with SPSS and the  $z$  value  $< 2.50$  and an univariate and multivariate of normality test. Hence, the entire hypothesis confirmed was conducted with  $t$  value  $> 2$  and the  $p$ -value  $< 0.05$ , within the level of significance research result was 95%.(Hair, Black, Babin and Anderson, 2010)(Evermann & Tate, 2016).(Ngo et al., 2020; Stefurak et al., 2020)

#### **5. CONCLUSIONS AND RESEARCH CONTRIBUTION.**

Importantly, our research result would successfully to predicted entire hypotheses, and pursue to increased employee performance within the public Institutions in Indonesia. Hence, the scholar hopes the fulfillment the research gap within the new research model would effectively to achieve the superior employee performance with the smart planning to develop some digitalize program.

Furthermore, the research contributions were within 2 (two) area that pertain; first, the contributions for theoretical implications to the body of knowledge of the recourse advantage in human resource. Moreover, the conducted with The Upper Echelons Theory as the explanations and predicted the relationship for the increased the employee performance that it will inquiries on the basic research in management.

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#### **Declaration of conflicting interests**

The scholar declared no potential conflicts of interest with respect to the investigated, authorship, publication within this manuscript.

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