



What is the relationship between inclusive leadership and employee engagement and how does it reflect on organizational performance in a multinational corporation like ADAMA?

Graduating Project

Alejandra Galindo Aguilera

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Alejandra Galindo Aguilera (International Business Management)

Fabio Rizzi

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Declaration of originality and autonomy

I declare under oath that I have written the document with the title "What is the relationship between inclusive leadership and employee engagement and how does it reflect on organizational performance in a multinational corporation like ADAMA?", in the degree option of International Human Resource Management, and that, therefore, its content is original.

I declare that I have clearly and accurately indicated all direct and indirect sources of information and that this work has not been submitted to any other institution for grading or publication purposes.

Date: 12/03/2025

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Glosario

Ambiente Laboral - Conjunto de condiciones físicas, emocionales y sociales en las que los empleados desarrollan su trabajo, influyendo en su bienestar y rendimiento.

Compromiso Afectivo - Tipo de compromiso organizacional en el que el empleado se siente emocionalmente ligado a la empresa, lo que lo motiva a permanecer en ella y contribuir a su éxito.

Compromiso del Empleado - Nivel de involucramiento emocional y dedicación que un trabajador tiene hacia su organización, reflejado en su motivación y esfuerzo por alcanzar los objetivos de la empresa.

Desempeño Organizacional - Capacidad de una empresa para alcanzar sus objetivos estratégicos y operativos, medida a través de indicadores como productividad, rentabilidad y satisfacción del cliente.

Liderazgo Inclusivo - Estilo de liderazgo que fomenta la diversidad, equidad y pertenencia dentro de una organización, promoviendo la participación activa de todos los empleados sin importar sus diferencias.

Motivación del Empleado - Fuerza interna que impulsa a un trabajador a desempeñar sus funciones con entusiasmo y eficiencia, influenciada por factores como reconocimiento, oportunidades de crecimiento y cultura organizacional.

Abstract

The goal of this study is to understand how the variables of inclusive leadership and employee engagement are related and the implications that they may have for organizational performance at multinational companies. For this, the selected sample for investigation are the employees of ADAMA, a global company dedicated to crop protection. Employees from Latin American cultural backgrounds participated in the survey, reaching a total of 75 answers. They answered two surveys, the first of which was designed to gather information about their perception of inclusive leadership (IL) in the company. The second one was designed following the Utrecht Work Engagement Scales and was used to measure employee engagement (EE) in the company. The employee's inclusive leadership perception of their superiors was measured using the validates scale of measurement for inclusive leadership developed by Tanachia Ashikali in 2019. The data was analyzed using descriptive statistics, correlation analysis and regression analysis. Organizational performance was analyzed using the reports provided by the company for 2024 Q1. The findings suggest that there is a strong correlation between inclusive leadership perception and employee engagement levels in the Latin American division of ADAMA. As a conclusion, it was identified that inclusive leadership perspectives have an effect on employee engagement and that organizational performance does not necessarily reflect this positive effect entirely. Recommendations for future studies include investing in HR Policies that enhance employee engagement, seek to recruit professionals that bring inclusive behavior to the workplace, provide meaningful and challenging work, reduce task overload and interruptions, promote a culture of deep work, enhance training and development programs. These recommendations seek to generate a better working environment and attract and retain employees. The limitations identified have to

do with the sample size and generalizability, the use of self-reported data, the cross-sectional design, the focus on quantitative measures and the measurement tool.

Key words: Inclusive Leadership, Employee Engagement, Organizational Performance, Work Environment, Affective Commitment and Employee Motivation.

Resumen

El objetivo de este estudio es comprender cómo se relacionan las variables de liderazgo inclusivo y compromiso de los empleados, y las implicaciones que pueden tener para el desempeño organizacional en empresas multinacionales. Para ello, la muestra seleccionada para la investigación son los empleados de ADAMA, una empresa global dedicada a la protección de cultivos. Empleados de orígenes culturales latinoamericanos participaron en la encuesta, alcanzando un total de 75 respuestas. Respondieron dos encuestas, la primera de las cuales fue diseñada para recopilar información sobre su percepción del liderazgo inclusivo en la empresa. La segunda se diseñó siguiendo las Escalas de Compromiso Laboral de Utrecht y se utilizó para medir el compromiso de los empleados en la empresa. La percepción de liderazgo inclusivo de los empleados hacia sus superiores se midió utilizando la escala validada de medición para liderazgo inclusivo desarrollada por Tanachia Ashikali en 2019. Los datos se analizaron mediante estadística descriptiva, análisis de correlación y análisis de regresión. El desempeño organizacional se analizó utilizando los informes proporcionados por la empresa para el primer trimestre de 2024. Los hallazgos sugieren que existe una fuerte correlación entre la percepción de liderazgo inclusivo y los niveles de compromiso de los empleados en la división latinoamericana de ADAMA. Como conclusión, se identificó que las perspectivas de liderazgo inclusivo tienen un efecto en el compromiso de los empleados y que el desempeño organizacional no necesariamente refleja este efecto positivo en su totalidad. Las recomendaciones para futuros estudios incluyen invertir en políticas de RR. HH. que fomenten el compromiso de los empleados, buscar la contratación de profesionales que incorporen un comportamiento inclusivo en el lugar de trabajo, ofrecer un trabajo significativo y estimulante, reducir la sobrecarga de trabajo y las interrupciones,

promover una cultura de trabajo profundo y mejorar los programas de capacitación y desarrollo. Estas recomendaciones buscan generar un mejor ambiente laboral y atraer y retener a los empleados. Las limitaciones identificadas se relacionan con el tamaño de la muestra y la generalización, el uso de datos autoinformados, el diseño transversal, el enfoque en medidas cuantitativas y la herramienta de medición.

Palabras Clave: Liderazgo Inclusivo, Compromiso del Empleado, Desempeño Organizacional, Ambiente de Trabajo, Compromiso Afectivo y Motivación del Empleado.

1. Introduction

There are many effects of the rapid growth of globalization that generate trends which are making inclusive leadership more important in today's business world. For example, the huge impact of multinational companies on the global economy. The field of inclusive leadership has gained relevance because of the great diversity in the teams within multinational companies. Is diversity good for business? Should it be encouraged?

Diversity at work has come to the attention of organizations over the past couple of decades (Furtado et al., 2024). This is because several studies conducted during this period prove that diverse teams perform better. One of them is the Harvard Business Review (2016) "Why Diverse Teams Are Smarter". In this study, the results show that diverse teams generate more creative solutions and have less cognitive biases (Rock & Grant, 2016). It also talks about the ease that diverse teams have towards solving complex problems because of the difference in perspectives that are brought together. Accuracy in problem solving is what brings better business results (Rock & Grant, 2016).

This is why our research becomes appealing, for it seeks to understand the real necessity of inclusiveness in business and the optimal way to implement it based on performance and results. "Organizations should also embrace diversity in teams, and benefit from a wider range of insights and approaches, leading to more comprehensive and effective problem-solving and decision-making." (Omolaro et al., 2023). Diversity is believed to boost competitiveness in the global marketplace, so this directly links our study to business success and competitiveness.

In terms of profitability, companies in the top quartile for gender diversity on executive teams showed 25% more likely to be above-average compared to those at the bottom. Likewise, ethnic and cultural diversity on executive teams showed 36% better performance in their companies compared to less diverse teams. Added to this, studies have shown that organizations with high levels of diversity can attract top talent, and improve customer understanding with more ease (Mckinsey & Company, 2020).

Inclusive teams were also proven to outperform their peers by 80% in team based assignments. Having an inclusive culture in the company makes it six times more likely to be innovative and agile and eight times more likely to achieve better business outcomes, especially when navigating complex or emerging markets because of better insights and understanding (Bourke, 2018).

In the dimension of efficiency, inclusive teams also proved to make twice as many decisions with half the meetings and these decisions outperform individual decision-makers 87% of the time, not to mention the impact that this has on business performance. (Larson, 2017)

Another key term when talking about inclusive leadership is the inclusive culture that it generates in an organization. Organizations with inclusive cultures are two times as likely to meet or exceed financial targets, three times as likely to be high performing, six times more likely to be innovative and agile and eight times more likely to achieve better business outcomes. (Bourke & Dillon, 2018)

Other important factors are the increase of immigration and remote working, which are increasing the reach of multi-cultural teams working in all kinds of organizations. These dynamics, while having their own effects on business, bring with them positive and negative things about diversity to the business world. Inclusive leadership also seeks to deal with the negative effects of diversity for organizations. These arrive often when the concept of diversity management is not functioning in the intended way. Some of the issues that can arrive in these cases are the devaluation of employees, discrimination, demoralizing and reinforced stereotypes and the increase of legal liabilities (C. W. Von et al., 2002).

Teamwork dynamics are another variable that can be deeply influenced by diversity, as well as organizational culture and politics. Especially in global business environments, studying inclusive leadership can provide key tools to navigate corporate complexity. “Greater team diversity does not automatically yield an inclusive climate. This means that intended outcomes of HR diversity practices of realizing inclusive organizations are not effectively realized by only focusing on the diversity numbers.” (Ashikali et al., 2021) This is where studying how to effectively apply inclusive leadership initiatives becomes important, to reach all of the positive results that inclusivity in business has proven to provide.

The global business market is also very competitive in terms of talent. A well implemented inclusive leadership style can allow a company to attract and retain valuable talents because employees seek inclusive work environments, which can reduce recruiting and training costs. The reliance of employee engagement on leadership is clear. “70% of the variance in team engagement is determined solely by the manager.” (Gallup Inc, 2023)

To sum up inclusive leadership in this first part, it is a key part of this study because current trends in research bring attention to how inclusiveness can enhance performance through fostering diversity and inclusion with very positive and promising results. (Bourke & Dillon, 2018)

As for the second key variable involved in this study, the focus on employee engagement was mainly highlighted over the past few years because of the sanitary contingency of 2020. After the covid-19 pandemic generated a series of health precautions that resulted in the exponential growth of remote work, many concepts revolving around employee wellbeing came to be very relevant. Even today, in a post-pandemic world, many job positions that had switched to remote work because of the pandemic stayed that way and the topics that this mode of work brought to light are still trending.

Nevertheless, it is worth mentioning the origins of this concept to better understand the development of the field and where it stands today. Employee engagement was first spoken about in the business world by the end of the 20th and beginning of the 21st century (B. Schaufeli & Salanova, 2013). Today the phenomenon of employee engagement is recognised by global organizations as one of the key determinants of their success. (Surma et al., 2021)

Past studies have shown very positive effects of employee engagement in companies, making it an interesting variable to analyze based on today's business context and the growing trends on the global market. Companies with high engagement levels can reach up to 78% less absenteeism than those with lower levels of engagement (Gallup Inc, 2023). Other studies have found positive

effects in performance as well. “Clearly, there are differences across business units in the way employees perceive their work environments, and these differences relate to differences in performance. Such differences represent substantial utility to businesses and other organizations.” (Harter et al., 2003).

The protagonist role that employee engagement has on organizational performance and many other results on organizations relies on the nature of the industry to a certain extent as well. Some industries depend much more on the creativity of employees than others. “Given the significance of employee creativity in firms, it was necessary to find elements that may encourage employee innovative behavior, which referred to employees participating in new activities.” (Lochan et al., 2023)

Some factors that increase engagement levels in companies are definitely linked to the leadership style and initiatives of their supervisors. “Besides leadership styles, other drivers of employee engagement such as supportive organizational culture, feedback, trust, career advancement opportunities, effective and transparent HR practices highlighted in literature can be focused on through the right training of supervisors and leaders.” (Popli & Rizvi, 2016)

To talk about some of the predictors of work engagement, family and friend’s support, self-efficacy, and facilitating conditions demonstrated to influence resilience, which in turn has a great effect on engagement during stressful situations. (Ojo et al., 2021) But while assessing this variable inside a company, it can be observed that the predictors of employee engagement are highly organization specific. (Mani, 2015)

Work engagement was selected as one of the independent variables to study in this article because of its relevance today in academic work and the positive effects that it has shown in past studies when analyzed with the other variables in this research. It is also a very interesting concept to analyze under diverse situations and settings to see how volatile it might be and to better frame the results of the present research.

In the context of Covid-19, reaching engagement could happen if resource loss (psychological stress and anxieties) proved to be lower than resource gain (social support, self-efficacy, facilitating condition). (Ojo et al., 2021) COR theory also has certain relevance on the optimization of employee engagement during stressful situations.

The third variable studied in this research paper is one that guides the study because of its transversal importance across all areas of management. Organizational performance is one of the main worries of managers throughout the years. For the purposes of this study, it is relevant to frame the concept by presenting some definitions. “Organizational performance, as one of the essential criteria in management studies, can be shown through a comparison between the last results of an organization and its objectives as well as goals” (Hooi & Payambarpour, 2016). This definition focuses on the goals and objectives that an organization has because it is a concept that has been strictly attached to the notion of objectives. “Reaching the objectives translates with achieving the performance. Since the objectives of an organization can not be defined precisely and are more and more numerous, the performance is more and more difficult to define, as it is a relative measure” (Criveanu, 2016). To better define the concept, a further analysis of the various

definitions will be presented later on in the literature review.

It is also an element of business that proposes great difficulty for managers, since with the growth of the market and the constant variation of trends it becomes harder to compete and enhance performance. “The performance, resiliency, and sustainability of an organization are 3 of the most critical challenges faced by its leaders. ” (Emmons, 2013). The relevance of studying organizational performance as a concept and the factors that influence it relies on the importance of achieving the best performance possible in business, which many may argue is the whole purpose of organizations. Since it is dependent on the goals set for the enterprise, the formula to increase it can vary greatly according to different authors. Some agreement on ways to enhance organizational performance is reached sometimes when the scope is reduced to a specific industry.

Nevertheless, some authors discuss elements that are important in this journey. “The greatest opportunities for enhancing organizational performance today are likely to be found on the change side of the equation” (Surma et al., 2021). For said change to be conducted, some authors suggest organizational self-assessment and therefore pinpoint this tool as a key element for improving organizational performance. “Organizational self-assessment is often used as a diagnostic, or starting point. For organizations implementing an internal change or strategic planning process, or both” (Lusthaus & Centre (Canada), 1999). This assessment helps improve the performance by addressing strategic issues and in this way a better understanding of the current performance can be achieved.

Bringing all the three independent variables together helps to better analyze the existing

research gap that exists and which this paper is seeking to cover. While the relation between inclusive leadership and employee engagement has been analyzed before with positive results as will be shown in the literature review, the effect that this relationship has on driving organizational performance has not been studied in depth. According to Gallop Inc (2023), just by addressing diversity and inclusion in a team, a leader can reach a huge change in the interpersonal relationships and group dynamics of the team, completely altering the results that this team can provide to the company.

This research will also help to better understand the factors that contribute to employee well being and satisfaction, which are associated with a better working environment and outcomes. Employee engagement can be enhanced by this as well, and productivity along with it, as a result of influential leadership through inclusion. “Positive psychological capital management in particular can effectively channel people’s talents, strengths and psychological capacities toward achieving worthwhile productive, ethical, sustainable outcomes and result in competitive advantage.” (Luthans & Youssef, 2004)

Building a trusting and empathic image through effective inclusive leadership is a strategy for companies to develop strong, lasting relationships with employees and stakeholders. The arguments exposed before all amount to the goal set for this study, which is to explore the relationship between inclusive leadership and employee engagement while also analyzing how this relationship may drive employee performance for multinational companies, specifically in this industry.

Finally, contributing to the existing academic knowledge on effective leadership in different contexts is one desired outcome of this research, as well as providing alternatives to serve as a guideline for the improvement of employee engagement in organizations, based on inclusive leadership efforts and techniques. The results will be very useful and applicable for global organizations around the world, especially in this sector, to improve leadership practices and organizational culture, with a strong focus on enhancing organizational performance as well. All of the above raises the research question:

What is the relationship between inclusive leadership and employee engagement and how does it reflect on organizational performance in a multinational corporation like ADAMA?

2. Literature review

2.1 Inclusive Leadership

To introduce first a little background on our independent variable studied in this research paper, Guillory's book 'The Routledge Companion to Inclusive Leadership' has a chapter focused on how this transition of leadership involves diversity. People, engagement and performance are the main elements of integration for this author. "Inclusive leadership is the ability and intention to facilitate the achievement of an inclusive culture—or inclusion." (Guillory, 2020) It also mentions that the age gap in terms of performance through different areas was a big challenge for leadership at the time and as a proposition, the engagement agreement is shown. This element seeks to ensure a working environment filled with passion, innovation and exceptional performance.

With this first insight, it is already visible that the dimensions of inclusive leadership, people and engagement are connected. In this order of ideas, integration can be understood as a result of well performed leadership practices with the goal of enhancing organizational culture. As an additional element, inclusive leadership can help overcome challenges on gaps of performance that are noticeable between different groups of workers. In these cases, the tool of engagement can be of great help to solve these types of issues involving performance gaps.

But what is inclusive leadership all about? And how can it be used to make organizational culture better and in turn resolve performance issues?

Inclusive leadership is a style in which leaders and managers include and appreciate everyone for who they are, encouraging and accepting differing opinions, views, and input. This approach creates an atmosphere where employees feel a sense of belonging and uniqueness, knowing that their contributions are valued. (Karlsson, 2024)

This means that inclusive leadership celebrates uniqueness and helps people feel good about themselves through acceptance of who they are by the group to which they belong to. With this definition, relating inclusiveness to engagement becomes easier and clearer. A sense of belonging can be developed when an individual feels that their originality is welcome and fits well in the group.

To show the counterpart of this type of leadership, a paper that researches the drawbacks of inclusive leadership was presented by Zheng Xiaotao, Xiaoling Yang, Ismael Diaz and Mingchuan Yu in 2018. Among the findings they mention the relationship between inclusive leadership and employee task performance to be characterized by an inverted U-shape. This indicates that the optimal level of inclusive leadership that maximizes its positive effect on employee task performance is from low to moderate level inclusiveness (Xiaotao et al., 2018). This starts to talk about how inclusiveness directly relates to performance, but in this study the focus will be more directed towards the mediating effect of engagement between inclusiveness and performance.

Another interesting take on inclusive leadership is described by James Ryan, who speaks about the circumstances of inclusiveness. “. . . leadership activities occur within a context that is in many ways, exclusive. All men, women and children do not have the same opportunities to participate in various social processes and activities, including influence and governance matters; many are consistently excluded by virtue of the more global class, race, gender relationships in which they participate” (Ryan, 2007) To correctly understand the need for inclusion, it must first be understood the status quo in which all human beings do not have the same opportunities because of the nature of our society.

This is one of the reasons for this research. The desire to understand the ways in which the gap of inequality can be reduced through inclusive leadership and the good effects that this can have in the business world. For this, it is necessary to identify the correct way to measure this variable for this study.

2. 1. 1 How to measure inclusiveness?

When analyzing the distinct options available to measure leadership, it is important to try to better understand the factors that compose inclusive leadership so it can be broken down and easily measured. The Highrise team proposes the idea that diverse teams can meet the needs of a constantly changing market and in their article about the 6 C's of inclusive leadership they set a guideline to measure inclusiveness. The elements that describe an inclusive leader in today's world are Commitment, Courage, Cognizance of Bias, Curiosity, Cultural Intelligence and Collaboration. (Highrise, 2022)

On the other hand, the paper developed by Tanachia Ashikali in 2018 proposes a validated scale to measure inclusiveness in leadership. She divides inclusive leadership in two dimensions, the cognitive one and the affective one. The process of validation took place through cognitive interviews with employees and experts on survey research. The goal when developing this scale was for it to analyze the ways in which a climate of inclusion can be generated through leadership and how this can affect team outcomes. “Inclusive leadership involves encouraging diverse team members to value, exchange, discuss and learn from their different backgrounds, perspectives and ideas.” (Ashikali, 2019).

2. 2 Employee Engagement

The support chosen to help define employee engagement is the literature review developed in 2008 by Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane and Katie Truss. They define employee engagement by first citing Kahn, “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (Kahn, 1990)

Perrin’s Global Workforce Study (2003) uses the definition “employees’ willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.” According to the study, engagement is affected by many factors which involve both

emotional and rational factors relating to work and the overall work experience. (Markos & Sridevi, 2010)

It is important to also differentiate Employee Engagement from other concepts such as organizational citizenship behavior (OCB) or Commitment. Recent researches also indicate that Employee commitment and OCB are important parts and predictors of employee engagement in that commitment is conceptualized as positive attachment and willingness to exert energy for success of the organization, feeling proud of being a member of that organization and identifying oneself with it and OCB is a behavior observed within the work context that demonstrates itself through taking innovative initiatives proactively seeking opportunities to contribute one's best and going extra mile beyond employment contract. (Markos, 2010)

According to Robinson (2007) the behaviors present in employee engagement are: belief in the organization, desire to work to make things better, understanding of business context and 'bigger picture', respectful of, and helpful to, colleagues, willingness to 'go the extra mile', keeping up-to-date with developments in the field. To measure engagement, the data from the 2003 attribute survey from over 10000 employees among 14 organizations was used. Five statements: a positive attitude towards, and pride in, the organization, belief in the organization's products or services, a perception that the organization enables the employee to perform well, a willingness to behave altruistically and be a good team-player, an understanding of the bigger picture and a willingness to go beyond the requirements of the job. (Robinson, 2007)

One of the challenges faced in engagement is that different employee groups show different levels of engagement. Engagement is found to be higher among employees under 25 and over 60 and engagement levels decline as length of service increases (Robinson, 2007). Another interesting finding of this study was a slightly greater engagement among workers belonging to ethnic minorities compared to their white colleagues. “Employees who have a personal development plan, and/or who have received a formal performance appraisal within the past year, and/or believe that their access to development opportunities is at least adequate, have relatively high engagement levels.” (Robinson, 2007)

“... the WE theory should be divided into cognitive engagement, emotional engagement, and physical engagement. For example, a person who invests cognitive resources in work (e. g. , I ought to work hard) to increase the role performance is not necessarily to put emotional resources into a job (e. g. , I am enthusiastic for work) or physical resources into a job (e. g. , I actually work hard) at the same time.” (Huang et al., 2022)

2. 3 Organizational Performance

To start defining organizational performance it can be useful to turn to the paper written in 2015 by Jenatabadi where the link between organizational objectives and resources with organizational performance is suggested. “... the organizational objective, and the organizational inputs or resources can be considered in the definition of organizational performance.” (Jenatabadi, 2015)

The definitions gathered in this review have the “effectiveness” or realization of the objective as a common factor. The elements of “efficiency” and “relevancy” were also detected to be constant in a wide range of literature.

2. 4 Inclusive Leadership and Employee Engagement

When examining different leadership styles influencing one certain aspect of employee engagement, a research paper written by Nisha Rajamohan and published in 2020 can advocate for the importance of inclusive leadership. In it, employee empowerment is the variable studied, and the goal is to see how the diverse styles of leadership can affect it. “The results of this study further indicate that an array of leadership styles are vital prerequisites for employees to be empowered. ” (Rajamohan, 2020). Something interesting about this article is that it focuses on multinational companies. These results reinforce the idea that leadership styles should complement each other and leaders should apply different leadership techniques depending on the situation that they are exposed to.

Speaking more about the diversity, equity and inclusion part of inclusive leadership, ‘Being inclusive boosts impact of diversity practices on employee engagement’ by Jérónimo et al. explains more about how a very practical type of inclusive leadership influences employee engagement. The sample used for this study is 238 responses collected in the context of a telecommunications company. The possible positive perception of inclusion among employees

produced by inclusive leadership is tested through the use of simple and multiple linear regressions. The results are positive, a correlation was found between the perception of diversity practices and employee engagement (Jerónimo et al., 2022). It also showed to be mediated by the perception of inclusion. Nevertheless, it was not possible to find that inclusive leadership moderates this relationship, even when it does impact employee's perception of inclusion positively.

For the direct effect on inclusive leadership on employee engagement there are many studies that have drawn mathematical data to model it. Revisiting the “Authoritarian Versus Participative” Leadership Style Legacy: A New Model of the Impact of Leadership Inclusiveness on Employee Engagement is a quantitative research conducted by Ronald Busse and Sam Regenberg in 2018. In this paper they developed a curvilinear U-shaped relationship between leadership inclusiveness and employee engagement. The data collected described a sample of 227 in the financial service sector in Europe and North America. They talk about the antecedents of engagement, identifying three of them (psychological meaningfulness, safety, and availability) explaining that these mediate the relationship studied.

When these elements are analyzed more thoroughly, it can be noted that they all relate to the emotional and cognitive states that allow employees to fully immerse themselves in their work, promoting engagement and higher performance.

An important notion regarding the definition of inclusive leadership is explored in this article. They differentiate it from transformational leadership by explaining that the former one has a focus

on the extent to which a leader invites participation and acknowledges the views of their subordinates. (Busse & Regenberg, 2019)

As for inclusive leadership itself, rather than diversity practices, authors like Bora Ly highlight it as an important aspect for shaping employee work engagement and affective organizational commitment. “IL encourages employees to actively participate in decision-making and work processes by allowing them to express their ideas and opinions.” (Ly, 2023)

The implications of these findings suggest that employee engagement is a strong determinant of performance and that companies should focus their efforts in increasing employee engagement using the correct techniques for it to have the boosting performance effect. Limitations of this project included social response bias and the self-reported nature of performance.

Other papers like ‘Inclusive leadership and employee work engagement: a moderated mediation model’ published in 2021 by Ping Bao, Zengrui Xiao, Gongmin Bao and Niels Noorderhaven analyze this relationship through the lens of the person-job fit as a mediator and employee felt responsibility as a moderator on how inclusive leadership influences employee work engagement. They conducted a two wave survey from 261 employees working in diverse companies in China. The analysis was made through a hierarchical regression and data collection from a single source would define the limitations in this case.

“The results show that inclusive leadership is positively related to employee work engagement through person-job fit. The results further demonstrate that employees’ felt

responsibility moderates the positive direct relationship between inclusive leadership and person-job fit as well as the indirect relationship between inclusive leadership and work engagement via person-job fit. ” (Bao et al., 2021)

Like this mediator, other authors mention more elements that can mediate the relationship between these two variables, proving indirect relationships. The importance of inclusive leadership in the person-job fit element relies on the acknowledgement of the employee as an individual with specific and unique characteristics that have a place in the organization in which they will be the most productive for the company.

Another mediating element that shows an indirect link between inclusive leadership and employee engagement is psychological safety. In ‘The Effect of Inclusive Leadership on Work Engagement: An Empirical Study from Turkey’ motivation is presented as essential for sustainable competitive advantage and states that different types of leadership have different effects on employee performance. It also refers to social interaction and social exchange theories. The methodology used a sample of 373 workers and it was analyzed using SPSS and AMOS software. (Aslan et al., 2021)

The results presented yet reinforce the positive correlation between inclusive leadership and work engagement adding that psychological safety partially mediates this link. The importance given to psychological security in this case is based on the premise that employees need it to manage strong emotions. Added to this, the results expose that leaders who practice inclusion and

show themselves open, available and accessible with their behaviors can provide important tools for employee skills and knowledge development. (Aslan et al., 2021)

Limitations of this study emerge from the single source of data used, meaning that causal inference is limited. The cultural context also limits the results, since it becomes harder to make them applicable elsewhere in the world. Finally, there was an issue with the measurement method because it could impact the relationship within the variables that we got as a result. A suggestion made at the end of this article for further research that brings up the international environment and the importance inclusive leadership may have in this context. (Aslan et al., 2021)

Switching now to the direct relationship between inclusive leadership and employee performance, Veronika Agustini Srimulyani, Sri Rustiyaningsih, Florentina Anif Farida, and Yustinus Budi Hermanto also talked about this relationship on the role of “AKHLAK” culture and affective commitment on the effect of inclusive leadership on employee performance, we get a clear overview of BUMN employee engagement. The study refers to the social identity theory perspective, stating that this type of leadership encourages individuals to really feel like they are part of the team and therefore generates a boost in their sense of belonging. People oriented values and ethical behavior are presented as key predictors of affective commitment.

Two of the hypotheses accepted in the conclusion are: inclusive leadership significantly increases affective commitment (H1), and affective commitment significantly increases employee performance (H2). For the discussion on these points the article refers to the SE theory pointing out that if employees perceive their leaders positively their affective commitment will be boosted.

The SC theory focuses more on benefits as drivers for increased affective commitment, as opposed to the SI theory which attributes it to the sense of belongingness that inclusive leadership can provide to employees. On the other hand, the hypothesis that refers to the role of inclusive leadership in improving employee performance is not accepted. This might seem contradictory.

The explanation for not accepting this theory relies on the inability of the study to prove empirically that quality relationships can increase a sense of reciprocity, even though the leadership aspect is very important in maintaining and improving employee performance in various situations. This shows that inclusive leadership in companies that are the object of research has not been able to significantly boost employee performance. This can also be seen from the average response value of employees to measure inclusive leadership which is not much different from the average response value of employees for employee performance. (Srimulyani et al., 2023)

It is worth diving into the difference between affective commitment and employee engagement, since clarifying the terminology in this case can help to better understand the findings of the literature revised and how these can guide the present study. For this we can define organizational commitment as the emotional attachment and loyalty of an employee to an organization while we define employee engagement as the motivation, enthusiasm and investment an individual feels for their work. (Action, 2023)

A study that analyzes the two dimensions separately is 'Inclusive Leadership and Work Engagement: Mediating Roles of Affective Organizational Commitment and Creativity'. The

context is the service sector in Vietnam, where 246 employees of 6 different companies participated as a sample in the research. They completed the Employee Work Engagement Scale, Inclusive Leadership Scale, Affective Organizational Commitment Scale, and Employee Creativity Scale. Findings include a positive relationship between inclusive leadership and employee work engagement and as mediators of this relationship they found effective organizational commitment and employee creativity.

These two elements are clear effects of engagement and inclusiveness, not to mention the relationship that they have between them. Employees that are effectively committed increase their sense of belongingness and therefore feel more connected to the organization in an affective and cognitive way. This results in higher creativity that translates into better results for the company in most cases.

For the present study, leadership will be measured through the lenses of the followers. In other words, what will actually be measured is the perception that followers have on the inclusiveness of their leaders. This directly links to the way in which Jose Luis Rodriguez perceives inclusive leadership in his paper about Inclusive Leadership and Employee Engagement: The Moderating Effect of Psychological Diversity Climate. He states that “Inclusive Leadership (IL) highlights the importance of leadership as a social construction process between the leader and follower.” (Rodriguez, 2018)

The findings in this study highlights the importance of the role of the immediate supervisors in enhancing employee engagement, apart from significantly and positively relating inclusive

leadership with employee engagement. The population chosen for this research were over 200 men working more than 20 hours a week. The inclusiveness was measured by how much openness, availability and accessibility their employees perceived in the leadership styles of their immediate supervisor and these employees were questioned on their own level of engagement as well. A very important factor that this research brings up is that the reason for inclusive leadership to boost employee engagement is the relationship that is created between the boss and the employees helps boost the sense of belongingness which in turn increases the engagement.

Another paper that proves the relationship between inclusive leadership and employee engagement explains it through the mediating effect of procedural justice. Once again, it mentions openness, availability and accessibility of measuring inclusive leadership while talking about creating work environments where employees are valued. It is a paper that studies the Turkish context and the industry in which the research is developed is in IT, which brings a different view into the investigation of these concepts. “. . . Organizations need to ensure that their procedures and policies are transparent and fair in terms of how decisions are made.” (Cenkci et al., 2020)

For a closer look of these topics in the context in which they will be studied for the present research, it can be useful to analyze the paper “Effects of Integrative Responsible Leadership and Corporate Social Responsibility on the Affective Organizational Commitment of a Group of Colombian Workers.” It studies a variable that describes a different yet similar type of leadership. Integrative responsible leadership has to do with ensuring sustainability and social equity. Affective organizational commitment, on the other hand, makes up part of employee engagement as presented in the way the investigation for the present study is structured. The findings show

that the relationship between the variables studied is not direct, but mediated by CSR. On the other hand, employee engagement was proven to be "... one of the key behavioral determinants for organizational performance such as dedication, job performance, business unit performance, creativity, and innovative behavior, among others." (Espinosa, 2021)

They separated the different types of commitment and talked about the affective being the most important one because it was the one to guide desirable organizational behaviors. This information might be useful given that the present study separates the cognitive dimension from the affective dimension and therefore can give more importance to one than the other. Among the limitations of the study, the suggestion of interviewing the bosses is made in order to mitigate the bias of social desirability. "This research indicates that LRI is the most appropriate leadership style since it emphasizes the triple bottom line, inclusive decision-making processes, has a broad focus on all stakeholders, and demonstrates a broad and balanced vision toward value creation." (Espinosa, 2021)

It can be very interesting then to emphasize on how this leadership style directly fosters employee engagement and enhances organizational performance. It has to do with the sense of empowerment that employees feel when included in decision-making, which leads to higher engagement levels, increased innovation, and stronger collaboration across diverse teams. Engagement can also be linked to better outcomes in performance like productivity, employee retention and financial success. This means Inclusive leadership not only strengthens the internal culture but also creates a sustainable competitive advantage through its positive impact on

employee well-being and performance. Therefore, this leadership approach is pivotal in ensuring long-term organizational success in today's diverse and rapidly changing business environment.

2. 5 Employee Engagement and Employee Performance

The link between employee engagement and employee performance can be better explained when we refer to the text by Sungmala and Verawat called 'The Impact of Employee Engagement on Employee Performance: A Case Study of Multinational Corporations in Thailand'. In this paper a sample of 423 surveys filled by employees of multinational companies in Turkey helped gather the data that was later analyzed through linear regression analysis. The results showed that employee engagement positively impacted growth, achievement, contribution, and customer satisfaction in large firms in Thailand. These were the factors of performance that were being evaluated in the research. Employee engagement was found to have the strongest effect on achievement over the other three.

Employee engagement can influence employee performance directly, which in turn ends up building up organizational performance. For bringing into consideration organizational performance, we review an article concerning the influence that employee engagement has on it. 'Significance on Organizational Performance of Global MNCs: Management Development, Human Resource System, or Employee Engagement?' They found a positive and significant effect of employee engagement on organizational performance. It is interesting to note here one

conclusion brought by (Hooi & Payambarpour, 2016) that demonstrates employee engagement as a partial mediator in the relationship between HR system and performance.

Among the limitations for this paper we can find that the data was collected through cross-sectional research design and using a self-reported questionnaire. Also, even though some organizations would not consider their managers as potential sources of talent, all managers were considered as talents for this study. They suggest collecting longitudinal data for further research.

To study these relationships on a deeper scale the text on the Importance Of Employee Motivation To Increase Organizational Performance' can be revised. Employee motivation is a part of employee engagement since it can be considered as an element or factor that helps in recruiting, only to lead later to retention based on high engagement. Job satisfaction is a new element that this article brings to the discussion. The focus is non-financial motivation. They used the physiological questionnaire method. The study showed results suggesting that employee motivation was mainly driven by financial gain, especially during the Romanian economic crisis. Career and experience gain were found to be at equal levels. (Achim et al., 2013)

In conclusion, they present the advantage of enhanced customer service when employees feel good in a company. Yerkes-Dodson's law is mentioned and it states that increased motivation leads to performance growth but only to a limit. The balance between production and production capacity must be kept. Recommendations and suggestions include setting a standard evaluation system to reward outstanding performance and opening promotion opportunities by increasing employee skills through courses. (Achim et al., 2013)

In a deeper analysis, the motivation factor, while easy to achieve being based on the financial benefits, can greatly shape organizational performance and therefore the right investment on it can show an important increase in profits.

Engagement apart from enhancing organizational performance through enhancing employee performance can do it through improving turnover rates in a company. When a good employee stays for a long time in a company, they gain expertise in their job and can perform better. Staying for an extended period of time in a company also means that employees need to adapt to the changes of the markets as companies do. This is where adaptive performance comes into play. The Impact of Inclusive Leadership on Employees' Adaptive Performance has been studied by Yu Yu li. Adaptive performance is defined as the ability to modify one's behavior and skills in response to changing work environments, new tasks, and evolving job demands. According to Pulakos et al. (2000), adaptive performance encompasses a range of flexible behaviors, including problem-solving, stress management, and learning in unfamiliar contexts. Yu Yu li found that inclusive leadership has a positive effect on the improvement of employees' adaptive performance. "When an employee's degree of recognition of leadership performance is high, it helps to improve the adaptive performance, thereby promoting enterprises' competitiveness and enhancing employees' creativity." (Yu, 2020)

On employee engagement theory, the compilation of definitions collected was simplified into "a positive and rewarding work related state of mind that allows employees to be fully immersed

and devoted to their work and to be intrinsically motivated and stimulated, thereby potentially benefiting both the employee as well as the employer. ” (Busse & Regenberg, 2019)

One of the hypotheses that they developed actually accounted for the negative effect on employee engagement that authoritarian leadership may generate, considering this type of leadership to be the complete lack of inclusiveness. Another one refers to the three psychological elements of (Khan, 1990) as an explanation for inclusive leadership’s influence on employee engagement.

The results showed that “engagement levels culminate at a moderately high level of leadership inclusiveness followed by a “progressive decline” as inclusiveness moves further along the continuum. ” (Busse & Regenberg, 2019) Evidence suggests advantages on both ends of the leadership inclusiveness continuum, nevertheless, the recommendations that they share encourage managers to avoid both extremes because of unjustifiable compromises. (Busse & Regenberg, 2019)

2. 6 Enhancing Performance Through Inclusivity and Engagement

A research conducted by Angela Marie Davis from Cornerstone University focuses on increasing performance through employee engagement, leadership behavior and inclusive work environment. Even if it is true that she does not use the term inclusive leadership, the concepts

that she studies have a lot to do with the present research. Authentic leadership is studied and no significant influence on employee engagement is found. . For this investigation, employee engagement was measured in the context of cognition, behavior and emotion. She found that “While leader behavior may play a significant role in organizational culture, climate, and performance, inclusion plays an even larger role on employee engagement. Increasing organizational performance through employee engagement can be achieved when the work environment is inclusive and employees feel a strong sense of belongingness and are able to be their authentic selves in the workplace. ” (Davis, 2021) The results also speak about a scientific connection between inclusion and engagement.

Inclusive leadership has also been analyzed under the mediating role between high-performance work systems and employee engagement. That research paper of 2023 highlights the global crisis of employee disengagement as the main driver for these types of investigations and talks about how organizations may apply combinations of HR systems to enhance their performance. The results showed partial mediation and a conclusion determined involvement, training and development and employee empowerment as elements of employee engagement. “...leaders should improve the rewards they give to employees and provide a conducive environment and resources for employee development. Leaders should also empower employees and involve them in decision-making. ” (Vakira et al., 2023)

An interesting idea was the nine drivers of employee engagement that they proposed: training and development, pay and benefits, employee involvement, health and safety, work-life balance, working conditions, leadership, internal communication and opportunities for growth and

development. Leadership is just one of these nine dimensions but in the paper they describe the ideal leadership for enhancing engagement as strong and positive. The quality and sensitivity of the leader shall give the employees confidence in doing quality work. Apart from this, good leadership nourishes positive relationships with employees, which in turn boosts the probability of them performing better because of the support that they feel. (Vakira et al., 2023)

As it has been proposed in this thorough literature review, the relationship between inclusive leadership, employee engagement and organizational performance has been studied in different contexts and along with different elements and mediators, finding a favorable result for the positive relation. The present study seeks to investigate these concepts in a more direct way and in a context that has not yet been focused on this type of research.

3. Methodology

3.1 Company Presentation

The organization selected for this study is ADAMA ANDINA, a global leader in crop protection solutions. Founded in 1997 thanks to the fusion of the two initial small companies built by four young businessmen passionate for chemistry, ADAMA has grown to become one of the largest companies in the agrochemical industry, operating in over 100 countries worldwide. With a diverse portfolio of products and services aimed at supporting sustainable agriculture, the company is committed to providing farmers with the tools needed to improve crop yields while minimizing environmental impact. Their values as a brand show their compromise with the field to meet the necessities of each farmer. (ADAMA, 2021)

ADAMA's workforce is highly diverse, comprising employees from various cultural backgrounds, geographic regions, and functional areas such as research and development, marketing, supply chain, and sales. This multicultural environment makes ADAMA an ideal setting for examining the relationship between inclusive leadership and employee engagement, particularly in a context where effective leadership and employee motivation are critical for driving innovation and operational excellence. This is because, the industry in which this company operates shows a high level of complexity, with varying regulations, many environmental concerns and pressures for becoming more sustainable. (Talukder et al., 2020)

The four fundamental values that guide the organizational culture in ADAMA are: making things happen, creating simplicity, empowering people and having passion. Their principles are also very aligned with inclusivity and engagement. They include: focus on growth, involving majorities and leading from the bottom up with simplicity. It is a very humane oriented company, which appeals greatly to emotions when selling their brand.

Leadership is a fundamental tool in putting to practice all the values that ADAMA seeks to portray as a company. Making things happen refers to the invitation for action, proactiveness, taking risks and assuming challenges. This is a main part of engagements because it keeps the job interesting and appealing for employees. ‘Empowering people’ is all about taking advantage of the talents and experiences of the employees to increase the strength of the organization in the market. The ‘having passion’ component aims to promote that the company’s activity is good for the society and that employees should be proud to be a part of that, because the purpose of the company inspires them.

3. 1. 1 ADAMA’s Diversity and Inclusion Policy

Since 2018, there is a strong emphasis on organizational culture and leadership in ADAMA, apart from its focus on crop protection. The processes of the company work thanks to well polished HR strategies that encourage recognition and teamwork among employees. The company strives to foster an inclusive work environment, encouraging diversity in leadership and decision-making

processes. This commitment to inclusivity provides a suitable context for investigating how employees perceive leadership inclusiveness and how it impacts their engagement with their work.

To further explain this policy, it is important to mention that the company recognizes multiple dimensions of diversity like gender, family status, disability, ethnicity, age, sexual orientation, cultural background. The policy not only applies to employees of ADAMA, but also contractors, consultants and all third parties involved and applicants to be involved with ADAMA. To state their commitment: “ADAMA is committed to encouraging equality and diversity throughout its workplace, and to eliminate wrongful discrimination. ”

The following measures were set to achieve diversity, fairness and equality in ADAMA’s operations: diverse and fair recruitment, actively reaching out, creating a respective work environment, listening, being a flexible workplace, and giving fair opportunities.

Some of the strategies that ADAMA is implementing to enforce this policy include applying appropriate disciplinary action for any violation of it, including dismissal and legal sanctions.

“Diversity is essentially part of our company's DNA”

The reason to have this policy relies on the company's belief of attracting, retaining and motivating employees in this process. Another goal of this policy is to improve innovation and creativity in ADAMA’s workforce, encouraging a dynamic and high performing work environment. There is also a clear and strong emphasis on enriching the connection of the

company to the community that they serve. The beliefs in which ADAMA founded their Diversity and Inclusion Policy complement perfectly the aim of this study.

Given the company's global presence and diverse workforce, ADAMA presents a rich case for exploring the dynamics of leadership and engagement in a complex, multinational setting. The findings from this study are intended to shed light on how inclusive leadership practices can influence employee motivation and performance in an organization operating in such a diverse and competitive environment.

3. 2 Research Philosophy

3. 2. 1 Ontological Assumptions

Some assumptions about the nature of reality and what is believed to exist in the field were made in the process of investigating these variables. For example, it is believed that organizational structures and relationships are constructed by social dynamics and that they are in constant evolution. Inclusive leadership, employee engagement, and operational performance can be perceived as interconnected phenomena that exist in a fluid and evolving organizational context.

For this study, it is assumed that individual perceptions shape the reality of leadership practices and employee engagement. Furthermore, other elements that equally shape this reality are

collective interactions, and organizational culture. Therefore, the strategy built to understand these constructs must contemplate the examination of them within their social and cultural context. It is assumed that they must not be treated as fixed entities because of the nature of the elements that define them.

3. 2. 2 Epistemology

The epistemological stance of this study is interpretivist, suggesting that knowledge of inclusive leadership, employee engagement, and operational performance is subjective and context-dependent.

An interpretivist epistemology emphasizes that humans are different from physical phenomena because they create meanings. Interpretivists study these meanings (Sanders, 2009). To be more specific, the interpretivist approach in this case follows the phenomenologist strand. This means that the focus is to study existence focusing on participants' lived experiences, meaning by this that their recollections and interpretations of these experiences are what will be taken into account.

In this study it is acknowledged that individuals within organizations perceive and experience leadership and engagement differently based on their unique backgrounds, roles, and relationships. Therefore, it might be useful to contemplate the variety of factors that cause these diverse experiences to exist, like an employee's position within the organizational hierarchy, their departmental affiliation, and their previous interactions with leaders.

Other attributes that are more personal, such as cultural background, gender, and tenure within the company, may affect the perception of inclusive leadership and the levels of engagement that an employee may feel as well. As a result, the need to capture a wide range of perspectives is recognized. This will allow us to understand the complex and multifaceted nature of leadership and engagement within the organizational setting. Through this process, the research aims to provide a more nuanced understanding of how these concepts are experienced across different areas and levels of the organization.

3. 2. 3 Axiology

It is important to recognize that in order to develop this research, some assumptions about the extent and ways in which the researcher's own values influence the research process. Logically, it can be assumed that the topic of investigation was chosen, among many other reasons regarding current importance and many other factors, because of a genuine interest from the researcher's point of view.

The axiological assumption in this study is that the researcher's values, particularly the belief in the importance of inclusivity and diversity, will inevitably influence the research process. With this belief identified, it is important to recognize that complete neutrality is impossible.

Ethical considerations in this research are embraced with the importance that they have. This is why a key part of the study is respecting participants' perspectives and the transparency in the data interpretation. A personal value that drives the study is that inclusive leadership enhances not

only employee engagement but also overall organizational well-being and performance. This belief supports that the choice of research has been this one and at the same time influences the analysis and interpretation of findings to a certain extent, making it important to recognize and mention in this section.

3. 3 Research Strategy

The sample that was chosen for this study is composed of 75 employees of ADAMA. The method that was chosen for sampling was simple random sampling. It will include employees in both followers and leaders positions in different departments and functional areas with the purpose of analyzing perceptions of leadership in the company. The area in which they are based is the foreign affairs sector in the Latin American region. This sample was chosen due to accessibility mainly but it also serves the purpose of analyzing these factors in this specific market context, due to the fact that existent research does not cover this region. It is also important to note that some of the individuals involved work with different nationalities on a daily basis and deal with many challenges that characterize international business. This kind of environment is a characteristic of multinational companies that affects the results of the variables measured in this research.

The independent variable in this case is the behaviors showing inclusive leadership that leaders may have in the workplace. This survey will focus on retrieving information of the perspectives that employees have on the inclusiveness of their supervisor's leadership style. For this, the survey

will analyze factors in the cognitive dimension and the affective dimension. The dependent variable defined is the employee engagement levels and organizational performance indicators will be also presented to compare how effective the relation between inclusive leadership and employee engagement is on the company's performance, if any. The standardized surveys to be applied will measure the level of energy, commitment, and focus that individuals show in their work assignments. The dimensions in which the questions are divided mainly seek to understand the vigor, dedication and absorption of the employee. The information on the company's performance will be retrieved from financial reports and records.

3.3.1 Inclusive Leadership Measurement Scale

As a measuring system for inclusive leadership, the framework to be used is the validated scale developed by Tanachia Ashikali from Leiden University in the Netherlands in 2019 for understanding the perceptions of inclusive leadership behaviors among employees and their leaders. She sets her investigation of finding and validating this method around the following conception of inclusiveness "Inclusive leadership involves stimulating cognitive processes that enable individuals to express their uniqueness while, at the same time, support affective processes that foster a shared team identity and individuals' feelings of belongingness" (Ashikali, 2019). It is important to review the concept that the researcher who developed the chosen scale to measure the independent variable for this study considered in order to verify that the tool that was selected correctly aligns with the data that is sought.

For developing this tool, cognitive interviews were applied. The focus of the interviews was reviewing the cognitive process that took place when participants were exposed to the questions, which helped study if they would be useful for measuring leadership perceptions. After these ‘tests’ the questions were verified for easy understanding and correct interpretations. The initial version was edited to be more easily understood and shorter for more accurate results.

The population in which the scale was originally tested was dutch. The participants interviewed worked for public organizations. Some of them had supervisor positions and could give insights on their roles as leaders. The ages ranged from 30 to 60 years old and the genders were equally distributed.

The measurement system consists of two dimensions (cognitive dimension and affective dimension) and seven or eight elements to measure each. The cognitive dimension refers to “. . . exchanging the knowledge, perspectives, ideas, and experience that diverse individuals may bring, and learning from this diversity. ” (Ashikali, 2019) While the affective dimension refers to the feeling of a safe work environment. The elements measuring each one are listed as follows:

My supervisor...

Cognitive Dimension

1. Encourages me to discuss diverse viewpoints and perspectives on problem solving with colleagues.

2. Makes sure I have the opportunity to express diverse viewpoints.
3. Stimulates me to exchange different ideas with colleagues.
4. Encourages me to use colleagues's diverse ethnic-cultural backgrounds in problem solving.
5. Ensures that I use colleagues' diverse ethnic and cultural backgrounds as a source of creativity and innovation.
6. Stimulates me to learn from colleagues' diverse the ethnic-cultural backgrounds.

Affective Dimension

1. Stimulates me to actively participate in the team.
2. Ensures I'm treated as an equal member of the team.
3. Tries to prevent me from thinking negative stereotypes about other colleagues.
4. Try to prevent employees from forming groups that could exclude other colleagues.
5. Makes sure I have the opportunity to be myself on the team.
6. Communicates to employees the benefits of ethnic-cultural diversity in the team.
7. Ensures I have the opportunity to have a voice on the team.

The surveys applied in this research follow this model, separating the elements in the two dimensions.

The affective dimension involves leadership that prevents and reduces the consequences of categorization processes that could result in intergroup bias and the exclusion of dissimilar others. This is done by actively encouraging all team members to participate. Further, by

communicating the importance of diversity for the team, affective leadership creates an environment in which individuals feel safe to voice differing opinions, ideas, and perspectives. Through the cognitive dimension, inclusive leadership stimulates and encourages team members to exchange and utilize different views, ideas, and expertise with members of their team. This also involves learning from the different cultural backgrounds of team members and integrating this knowledge in one's work. (Ashikali, 2019)

The limitations described by the author for this measurement scale included certain characteristics of the group of participants selected. For instance the diversity of the working environment itself required the employees to seek collaborations with their peers through interest groups even outside the company. This context can also be observed in ADAMA, which for this study is the representative organization of multinational companies. Time constraints and limited access to respondents determined another limitation having to do with applying only one survey. The independent and dependent variables were measured in the same survey, allowing participants to apply some rationale in answering the questions and ultimately affecting the results. Finally, this scale focused on formal leadership, which might not be congruent with the person in charge of diversity and inclusion initiatives in every case, specially in self managed teams.

3. 3. 2 Utrecht Work Engagement Scale (UWES)

An employee engagement survey will also be applied to gather information on this variable, making it possible to compare both factors. The framework chosen to gather this information is the Utrecht Work Engagement Scale (UWES) which is a standardized survey that can be used to

assess levels of employee engagement. This model was developed by Wilmar Schaufeli y Arnold Bakker in 2003. In the paper where the scale is developed and presented, a small background of the concept of work engagement as it is understood to develop the scale is shown. “Work engagement is the assumed opposite of burnout. Contrary to those who suffer from burnout, engaged employees have a sense of energetic and effective connection with their work activities and they see themselves as able to deal well with the demands of their job” (Schaufeli et al., 2006). This framing helps to confirm that the concept with which the scale was developed matched the variable that is set to be studied for this research.

The UWES model was chosen because of its versatility, ease in applicability and reliance. The elements that are used to measure engagement are separated in three dimensions: Vigor, Dedication and Absorption. Initially the elements in the UWES model were developed through rephrasing items from MBI into their positive version. In other words, measurements of burnout divided into exhaustion and cynicism were transformed into items measuring vigor and dedication. This is because these elements are considered direct opposites. “Work engagement is characterized by a high level of energy and strong identification with one's work. Burnout, on the other hand, is characterized by the opposite: a low level of energy combined with poor identification with one's work.” (Schaufeli & Bakker, 2004) The final item list that was applied in this research’s surveys is the following:

Vigor

1. At my work, I feel bursting with energy

2. At my job, I feel strong and vigorous
3. When I get up in the morning, I feel like going to work
4. I can continue working for very long periods at a time
5. At my job, I am very resilient, mentally
6. At my work I always persevere, even when things do not go well

Dedication

1. I find the work that I do full of meaning and purpose
2. I am enthusiastic about my job
3. My job inspires me
4. I am proud on the work that I do
5. To me, my job is challenging

Absorption

1. Time flies when I'm working
2. When I am working, I forget everything else around me
3. I feel happy when I am working intensely
4. I am immersed in my work
5. I get carried away when I'm working
6. It is difficult to detach myself from my job

It also appears that the UWES has quite satisfactory psychometric properties:

1. The three subscales are internally consistent and stable across time
2. The three-factor structure is confirmed, and seems to be invariant across samples from different countries
3. Engagement as measured with the UWES is negatively related to burnout, albeit that instead of loading on burnout, professional efficacy loads on engagement
4. Engagement is very weakly positively related to age
5. Men show slightly higher engagement scores than women; although statistically significant, these differences are practically speaking irrelevant
6. Small differences in levels of engagement between occupational groups exist, but these also lack practical significance.

(Bakker & Schaufeli, 2004)

3. 3. 3 Research Tools

The data collected for analyzing the performance factor will be quantitative data on KPIs like revenue growth, profitability and market share.

We will analyze it using descriptive statistics, correlation analysis and regression analysis. The means, standard deviations and frequencies will be calculated to describe the data collected in the first place. Using Latex we will conduct the correlation and regression analysis that will confirm

if an influence exists, if it is positive or negative and to what extent it can influence. The predictive power is another element that the regression analysis can provide information on.

The justification for structuring this plan to conduct the study is that executing the research following this methodology will provide interesting insight on the impact that inclusive leadership practices or the perception of them can have on employee engagement and consequently on organizational performance.

3. 4 Sampling Techniques

3. 4. 1 Population and Sample Size

The sample for this study included employees from different departments and hierarchical levels within ADAMA. The reason for including employees from different functional areas and hierarchical positions is based on the objective of capturing different perspectives on inclusive leadership and employee engagement and increasing the likelihood that the entire company is included in the selected sample. A total of 75 employees will be selected as the sample, which is deemed sufficient to provide a representative sample of the organization and allow for a meaningful analysis.

3. 4. 2 Sampling Method

This study will employ a *simple random sampling technique*. The purpose of using this method is that every employee, regardless of department or hierarchical position, has an equal chance of being selected. In this way, the selection bias is minimized, which can ensure that the sample reflects the diversity of the company and better represents it.

3. 4. 3 Procedure

1. Generating the Sample Frame: The sampling frame will be composed of the complete list of all employees in the company, obtained from the human resources department. This list will include employees from various areas (e. g. , operations, marketing, HR, finance) and all levels of hierarchy (e. g. , entry-level, middle management, senior management).

2. Random Selection Process: The surveys will be sent out to all of the employees in the company, hoping to get as many answers as possible with the aim of retrieving at least 75 answers. No stratification by department or hierarchy will be implemented, as the randomness of the selection is expected to provide a diverse and representative mix of participants. This method ensures that employees from all areas and levels of the company have the same probability of inclusion.

3. 4. 4 Rationale for the Sampling Technique

The reason for choosing this sampling technique relies on the ability of simple random sampling to provide an unbiased, representative sample that reflects the diverse experiences and perceptions of employees regarding inclusive leadership and engagement. The objective in this case is to obtain a comprehensive understanding of how inclusive leadership is perceived across different roles and areas within the company, therefore avoiding pre-selection or stratification is beneficial for the particular circumstance. Moreover, a sample size of 75 participants is considered sufficient to achieve the study's objectives, as it provides a balance between manageability and diversity of insights.

3.4.5 Potential Limitations

Random sampling can have some limitations that should be highlighted in this section. For example, it may result in an uneven distribution of participants across different departments or hierarchy levels.

Nevertheless, the sample size chosen is expected to mitigate this issue because it is an important number of participants. A large sample can provide a broad enough range of perspectives so that patterns in leadership perception and employee engagement across the organization can be analyzed.

This sampling plan has been designed to gather a well-rounded set of data from different areas and hierarchy levels while maintaining the randomness that ensures objectivity.

3. 5 Data Analysis

This section outlines how the quantitative data gathered is intended to be processed, ensuring a structured and clear approach to analysis. Once the data is collected, a systematic approach will be employed to analyze it, ensuring that the findings provide meaningful insights into the relationship between inclusive leadership, employee engagement, and operational performance. The systematic approach suggests that research is based on logical relationships and not just beliefs (Ghauri and Grønhaug 2010).

3. 5. 1 Data Preparation

The process to prepare the data includes reviewing the retrieved information to ensure that there are no inconsistencies or address them if there are any. Then it is important to look for missing values or other errors. It is important as well to ensure that the information gathered is anonymous and to align the responses from one survey to the other so that the results reflected are more accurate.

3. 5. 2 Quantitative Data Analysis

The methods used to analyze quantitative data are statistical methods. This will include:

- Descriptive Statistics: Mean, median, standard deviation, and frequency distributions will be calculated to summarize the general trends in the data.
- Correlation Analysis: Will be used to explore relationships between variables, such as the correlation between perceived inclusive leadership and levels of employee engagement.

3. 5. 4 Ethical Considerations in Data Analysis

It is ensured by the researcher that, in analyzing the data, all ethical guidelines are adhered to. Fundamentally, the participants' confidentiality and privacy are maintained, as stipulated at the start of the surveys applied and the request of investigation given to the company analyzed. All personal identifiers will be removed during the analysis. This will ensure anonymity, and care will be taken to interpret the data in a balanced and fair manner.

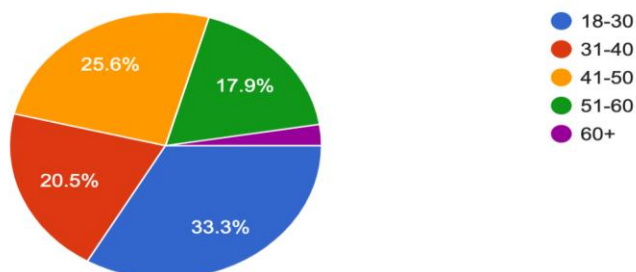
4. Findings

4.1 Population Description

Out of the 75 respondents, 32,5% belong to the age group of 18 to 30 years old, being this the highest percentage out of all the other age groups. Other age groups were represented as follows:

Figure 1

Age distribution of studied population, 2024



Survey results on inclusive leadership perceptions and employee engagement levels.

Note. Created by the author based on data from the survey conducted in 2024.

The percentages between men and women are fairly equal, with 54,5% female respondents and the rest male. It is a Latin American population, which is why some cultural elements of this region can be analyzed and compared with the results of these surveys. This analysis will be provided during the discussion on this paper.

4. 2 Descriptive Statistics

Some interesting information can be gathered from retrieving the descriptive statistical data from the surveys applied. This sample showed an average score of for the cognitive dimension and for the affective dimension. According to the scale provided in the paper that proposes this measuring system, the employees' perception of inclusive leadership is high. If the same numbers are analyzed for the engagement survey, the mean for vigor the dedication element had a mean of and the absorption part had a result of for a mean. According to the UTRETCH Employee Engagement Scale, these results can be interpreted as high engagement.

Table 1
Descriptive Statistics of Data Collected, 2024

<i>Inclusive Leadership</i>		<i>Employee Engagement</i>	
Mean	4,222564103	Mean	3,905
Typical error	0,063172575	Typical error	0,064072119
Median	4,230769231	Median	3,9375
Mode	5	Mode	3,6875
Standard deviation	0,547090546	Standard deviation	0,554880831
Variation of the sample	0,299308065	Variation of the sample	0,307892736
Curtosis	2,050168086	Curtosis	0,220578029
Asimetry coeficient	-1,047935234	Asimetry coeficient	-0,220969241
Range	2,615384615	Range	2,625
Minimum	2,384615385	Minimum	2,375
Maximum	5	Maximum	5
Sum	316,6923077	Sum	292,875
Count	75	Count	75

Survey results on inclusive leadership perceptions and employee engagement levels.
Note. Created by the author based on data from the survey conducted in 2024.

Further reasons for the high engagement shown in the surveys were analyzed for this study as well, to determine what the impact of inclusive leadership can actually be on the high engagement. When comparing the dimensions of engagement, results for the absorption questions are considerably lower.

The answers were not very distant from one another. The standard deviation for these results varies round 0,5 for both variables.

Table 2

Inclusive Leadership Perceptions Scores divided by Gender and Age, 2024

INCLUSIVE LEADERSHIP PERCEPTION					
	18-30	31-40	41-50	51-60	TOTAL
F	3.979020979	4.274725275	4.265734266	4.468531469	4.247002997
M	4.32967033	3.995726496	4.307692308	4.192307692	4.206349206
TOTAL	4.175384615	4.225641026	4.196153846	4.644230769	4.222564103

Survey results on inclusive leadership perceptions and employee engagement levels.

Note. Created by the author based on data from the survey conducted in 2024.

Table 3

Employee Engagement Perceptions Scores divided by Gender and Age, 2024

EMPLOYEE ENGAGEMENT LEVELS					
	18-30	31-40	41-50	51-60	TOTAL
F	3.806818182	3.910714286	3.772727273	3.875	3.841314935
M	3.991071429	3.979166667	3.9375	4.15625	4.015997024
TOTAL	3.91	3.929166667	3.846875	3.95	3.905

Survey results on inclusive leadership perceptions and employee engagement levels.

Note. Created by the author based on data from the survey conducted in 2024.

In general terms, the levels of inclusive leadership perceptions are higher than the levels of employee engagement. The results are very homogeneous when the variance among age groups

is revised. Nevertheless, participants in the age range of 51-60 show a considerably higher score in the perceptions for inclusive leadership than all other age groups.

Female and male participants did not show much variation in their inclusive leadership perception scores, but a small difference was noticeable when comparing their engagement levels. Female participants reported to be slightly less engaged. The main factors to influence in this gap is found mainly in the item “It is hard for me to detach from work” of the dimension

4.3 Correlation Analysis

After analyzing the data with a correlation analysis, the results appear as follows:

Table 4
Correlation Analysis of the Data, 2024

Correlation t-Statistic Probability	<u>COMPROMI LIDERAZGO</u>	
COMPROMISO_LA	1.000000	

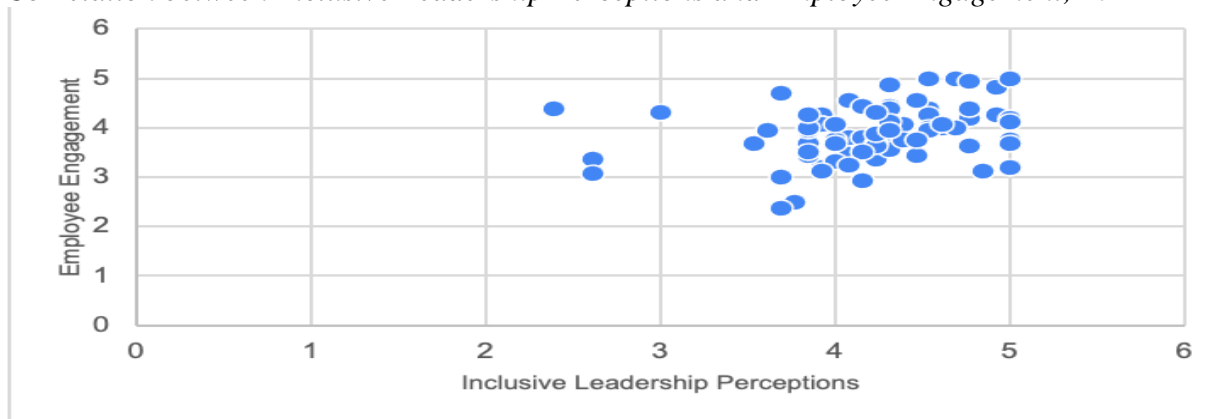
LIDERAZGO_INCL	0.300444	1.000000
	2.691336	----
	0.0088	----

Survey results on inclusive leadership perceptions and employee engagement levels.
Note. Created by the author based on data from the survey conducted in 2024.

There is a clear and significant correlation between the variables.

Figure 2

Correlation between Inclusive Leadership Perceptions and Employee Engagement, 2024



Survey results on inclusive leadership perceptions and employee engagement levels.
 Note. Created by the author based on data from the survey conducted in 2024.

4. 4 Regression Analysis

Table 5

Statistics of the Regression Analysis, 2024

<i>Statistics of the regression</i>	
Multiple correlation coefficient	0,30044406
Coefficient of determination R ²	0,09026663
R ² adjusted	0,07780453
Typical error	0,53285766
Observations	75

Survey results on inclusive leadership perceptions and employee engagement levels.
 Note. Created by the author based on data from the survey conducted in 2024.

Table 6
Regression Analysis Results, 2024

	<i>Coeficients</i>	<i>Tipical error</i>	<i>Statistical t</i>	<i>Probability</i>	<i>Inferior 95%</i>	<i>Superior 95%</i>	<i>Inferior 95,0%</i>	<i>Superior 95,0%</i>
Interception	2,61829085	0,48203605	5,431732396	7,0014E-07	1,65759438	3,57898732	1,65759438	3,57898732
Inclusive leadership	0,30472223	0,11322339	2,69133646	0,00881808	0,07906834	0,53037612	0,07906834	0,53037612

Survey results on inclusive leadership perceptions.

Note. Created by the author based on data from the survey conducted in 2024.

Table 7
Analysis of Variance, 2024

ANALYSIS OF VARIANCE					
	<i>Degrees of freedom</i>	<i>Sum of squares</i>	<i>Average of squares</i>	<i>F</i>	<i>Critical value of F</i>
Regression	1	2,05664065	2,056640652	7,24329194	0,00881808
Residual	73	20,7274218	0,283937286		
Total	74	22,7840625			

Survey results on inclusive leadership perceptions and employee engagement levels.

Note. Created by the author based on data from the survey conducted in 2024.

Table 8
Regression Analysis Results, 2024

	<i>Coeficients</i>	<i>Tipical error</i>	<i>Statistical t</i>	<i>Probability</i>	<i>Inferior 95%</i>	<i>Superior 95%</i>	<i>Inferior 95,0%</i>	<i>Superior 95,0%</i>
Interception	2,61829085	0,48203605	5,431732396	7,0014E-07	1,65759438	3,57898732	1,65759438	3,57898732
Inclusive leadership	0,30472223	0,11322339	2,69133646	0,00881808	0,07906834	0,53037612	0,07906834	0,53037612

Survey results employee engagement levels.

Note. Created by the author based on data from the survey conducted in 2024.

4.5 Organizational Performance

For the performance of the organization, the first quarter of the current year was the period taken into account. The data was retrieved from the public report that the company provided. The

report mainly showed “Improvement in the quality of the business in the first quarter of 2024 with the Company achieving significant improvement in cash flow and in its gross margin, despite a decline in sales” (ADAMA, 2024)

4.5.1 First Quarter 2024 Highlights

- Sales down 16% to \$1,057 million (**-13% in RMB terms**; -14% in CER^[1] terms), mainly reflecting a 10% decrease in prices and a 5% decrease in volumes.
- Gross profit amounted to \$288m (margin of 27. 2%) vs \$340m (margin of 27. 0%) in Q1 2023
- Adjusted EBITDA amounted to \$132 million vs. \$165 million in Q1 2023
- Adjusted net loss of \$10 million; Reported net loss of \$32 million
- Improvement of \$322 million in operating cash flow; -\$103 million in Q1 2024 vs -\$425 million in Q1 2023
- Improvement of \$348 million in free cash flow; -\$194 million in Q1 2024 vs -\$542 million in Q1 2023

(ADAMA, 2024)

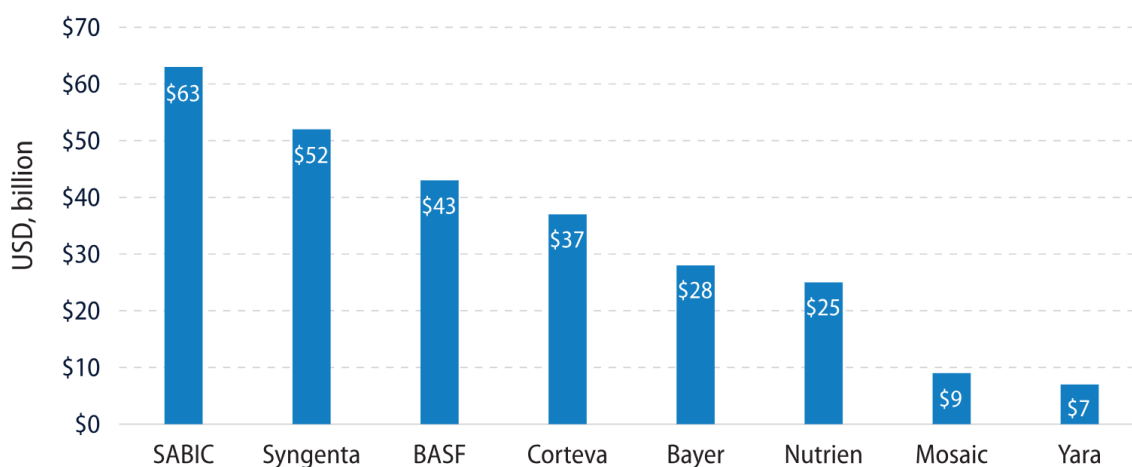
Compared to other companies in the agrochemical industry, ADAMA has shown outstanding performance. The numbers for a few of ADAMA’s main competitors are shown below to provide an overview that can help compare and put in perspective the company’s performance.

“Crop Protection Chemicals Market was valued at around USD 91.4 billion in 2023 and is estimated to register a CAGR of 4.2% between 2024 and 2032. The primary driver for crop protection chemicals is the need to control and manage pests, diseases, and weeds that can negatively impact crop yields and quality. As global agriculture faces increasing challenges from invasive pests and emerging diseases, the demand for effective chemical solutions grows.” (Global Market Insights, 2024)

Companies like SABIC, Bayer Crop Science, BASF, Dow Agrosciences, FMC, Nufarm, UPL, Nutrichem and Sumitomo are the lead competitors of ADAMA in this industry. ADAMA is currently part of the Syngenta Group and the overall performance in the market share values for 2024 from Syngenta is the second highest.

Figure 3

Market Share Values for the Crop Protection Chemicals Industry, 2024



Adapted from “*Companies ranked by Market Cap*” by Marketcap, 2024, [CompaniesMarketCap.com](https://companiesmarketcap.com/). <https://companiesmarketcap.com/>

The agrochemical industry is a growing market expecting an 8.5% compound annual growth rate. From 266.95 billion in 2023 to 289.73 billion in 2024. This growth can be attributed to

population growth, pest disease pressure, regulatory environment and farming practices (The Business Research Company, 2024).

5. Discussion

5. 1 Analyzing Quantitative Data Results

After all the information retrieved from the surveys and the conclusions that it may lead to, it is important to categorize whether these results reflect high levels of inclusive leadership behaviors or strong employee engagement, according to the relevant measurement tools. It is important to ask in research how these results categorize the inclusive leadership perceptions of Adama employees and how engaged these employees are themselves.

Other analyses that can be made are through reviewing the demographics related to their answers. In general, female participants reported slightly lower engagement levels, which might have to do with some of the insights provided in the next section 'Additional Insights'. From this section important information was retrieved on the opinions of certain female participants that expressed one of the factors for disengagement could be due to the lack of comfort in the workplace

caused by insensitive comments coming from male workers. These insights will be better explained further along.

Age groups on the other hand did not provide much difference, with the exception of the employees from 41 to 50 years old, who reported significantly higher inclusive leadership perspective scores than the rest of the sample.

The correlation analysis allows us to draw the conclusion that a clear and significant correlation exists between Inclusive Leadership and Employee Engagement. They are correlated on a scale of 0.30, meaning that inclusive leadership perceptions determine engagement on 30%.

5.2 Additional Insights

To further discuss these results, the section of 'Additional Insights' has been added to share some insights achieved after gathering small feedback from respondents. Formal interviews were not conducted but through several conversations with a few of the employees who participated in the study, interesting information was retrieved. Key aspects to highlight in these answers were the analysis made by the employees in which they identified anxiety at work to be one of the main drivers of disengagement. It was explained that inclusive leadership helped reduce anxiety at work because for many employees, the more they felt supported and listened to by their supervisor, the less stress the job generated, leading to the control of anxiety.

Even though motivation comes from the person, the way in which the leader acts has a huge impact on the experience that the person has at the workplace, according to the subjects interviewed. This forges to a great extent the experience of the workplace environment and can determine if a person enjoys going to work or not. Engagement starts with a comfortable and appealing environment.

Another factor is feeling comfortable with your coworkers. One of the senior female employees expressed a change in situation with time. Fifteen years ago in the company, the work environment was highly determined by the demographic distribution. There were only three women in the office and the activities for workers, like company parties, did not address the social implications that this circumstance had at the time. Employee spouses were not invited to corporate parties and as a result the female workers would feel uncomfortable. A very common treatment for women in the office was led by the unconscious belief that they should do the secretary's work even if they had other positions. "This started to change like five years ago. Nowadays I like the leadership style that my boss has. They've had a change in mentality, the men in the industry. You are now respected and taken into account. I really like this about my boss." A factor that the participants identified to be useful in this mindset change was open talks in the workplace about these topics. The industry has always been mostly men, but currently the balance is more egalitarian.

Other female workers shared the thought that some topics of conversation unintentionally excluded women or could generate unpleasant feelings amongst them. Additionally, certain 'playful' comments from male coworkers could sometimes be perceived as intrusive or

discomforting for some of them. These situations could sometimes generate a culture of defending one another among the female workers. “Men are used to behaving freely in this way and do not notice when their behavior is wrong. If there is a small disconformity, it is important to say it right away. This is the only way in which things can change”

Still today, it is true that in certain executive level roles the gender pay gap is present in this industry. For female workers this can also be a factor affecting engagement and the reason has to do with the need to feel appreciated and valued. Employees can also feel identified with others that they feel are their equals and this can generate positive feelings of accomplishment when employees represent a minority group succeed in the company. Two years ago, the first female country manager started operating. It is the first time that there is a female president. This motivated all the female workers because they felt identified, understood and seen.

As for the descriptions of the organizational culture, most answers mainly from employees that have been working for more than five years reported that it shifts. In this aspect, the COVID-19 Pandemic was a huge determinant. Speaking with some of the respondents that reported to be doing remote work for over four years since the pandemic started highlighted that it was hard to get in touch with human resources to solve important issues. The HR team also has an important role in helping the workforce feel supported and safe. “I did not feel well because whenever I went to HR, they seemed to be unable to solve big problems from this branch. Many things needed to be escalated.”

Another employee gave useful insight comparing his past supervisor with the current one in terms of leadership attitudes. Among the behaviors that generated rejection from subordinates he mentioned unmeasured exigence and low work-life balance. Positive leadership characteristics on the other hand included showing mature behavior, calmness and understanding. “If the boss is calm, it reflects that good job is being done and that the environment is optimal for giving our best, all the tools are available in these scenarios. ”

Some of the elements that the employees mentioned that they valued the most in the work environment for the employees were independence, respect and feeling valued and appreciated. The Laissez Faire leadership style is highly encouraged among the individuals that participated in the additional insights conversations. “Micromanagement is terrible, it shows that you do not trust others. ”

An immature attitude that employees find very counterproductive in a leader is unnecessary competitive behavior with their team. If a leader feels insecure in any way, this may be an effect of said insecurity. Situations like this may happen with managers who are new in the position or in the company, managers with little experience and young managers that have an older team. These kinds of attitudes may show a fear of people on their team trying to take their place, which could lead to overcompensation or a constant need to shower capability and knowledge. Employees argue that these behaviors do not match with the existing company culture. “Here, we believe if my boss is succeeding, I am succeeding. There is no space for ego in a team, there is no main character”. This means that it is very important to generate confidence among the employees

in leadership positions, so that these behaviors can be avoided. “The work of a leader is seen in the results of their team. A leader should provide the tools so that the team's work is easier. ”

Competitive peers can also be encouraged by a leader. Healthy competition can improve performance but aggressive competition can create a hostile work environment. A good example of an initiative to nurture a kind of positive competition at ADAMA was generating the space for workers to present the projects that they were working on to motivate others and inform on the advances that the company as a whole was reaching.

Another employee talked about a specific situation in which they hired a third entity for a big project and they launched it with a kahoot. The questions were related to the project and the goal was to contextualize the project and the need to hire external help. The team in charge showed the highest results of the activity, which gave confidence to the others that the people in charge were prepared to take on the task. The team organized the activity and asked the boss to give the final speech so that he would be seen as the face of the team. Even though he did not participate in the activity himself. He was even advised on commenting what he thought of the project. According to the employee, this story perfectly exemplifies the essence of the organizational culture in ADAMA. Teamwork and mutual recognition are key components of unwritten company policies for this organization.

Some leaders also provided helpful comments on how they manage their teams and their idea of how successful management should be. “Every knowledge I have, I transmit. ” They know that if they are gone, the company should work perfectly.

In general, employees that provided further insights agreed on specifying the role of the leader in employee engagement as follows: “Leadership is an enabler. You as a leader cannot really engage people but you can create the right environment and provide the right tools so that motivation and engagement arise. In the end it depends on each person.”

5. 3 Performance Data Analysis

The decline in sales that the performance results present is mainly a cause of the decline in prices, being this 10% compared to the 5% decrease in volume. This is a direct effect of the market performance and other economical factors in the industry, rather than the company itself. The 5% decrease in volume can in fact be appointed to diverse factors like lower production rates and lower demand. In turn, the decrease of demand might be a cause of unsuccessful marketing strategies or general decrease of demand in the market. For this, we analyze the results for the industry, so that it can be determined if the high levels of inclusive leadership and employee engagement registered come along with satisfying performance results.

With the decrease presented in the sales compared to the reported market growth, it can be inferred that the results that the company is providing are not completely satisfactory.

It is true that ADAMA demonstrated operational improvement and to a certain extent it might also be said that some resilience in the first quarter of 2024, regardless of the decline that they had in the sales. The metrics provided can give information on the company's financial health and also facilitate the analysis of the effectiveness of its internal efficiencies when it comes to handling all of the challenges that characterize this industry.

5. 3. 1 Sales and Revenue Decline

Sales Reduction: The total amount of the reduction in sales sums up to \$1,057 million, meaning a decline of 16%. As stated before, it can be largely attributed to a 10% decrease in product prices and a 5% decrease in sales volume. This can be translated into external pressures that come from industry-wide pricing trends or market shifts. It is definitely consistent with the global outlook for the agrochemical sector.

Comparison to Industry Growth: The crop protection chemical market itself remains robust with a projected CAGR of 4. 2% between 2024 and 2032 (Global Market Insights, 2024). With improvements regarding product offering and operational efficiencies, ADAMA could be positioned strategically to capitalize on the expected industry growth.

5. 3. 2 Improvement in Gross Margin and Cash Flow

Gross Profit Margin Stability: There was a marginal increase in profitability, even though in absolute terms the results were lower than Q1 2023 (\$288 million compared to \$340 million). The gross profit for the present period represented a margin of 27. 2%. What this suggests is that

ADAMA has managed to sustain its profitability through improved cost management, an impressive outcome taking into account declining sales.

Significant Cash Flow Improvement: Areas in which improvement was reached during the period analyzed included operating and free cash flows. Compared to Q1 2023, the substantial increase was measured at \$322 million for operating cash flow and \$348 million for free cash flow. These results show a clear increase in liquidity. The cause for this could possibly be tighter financial management, which in turn allows greater flexibility for investments and operational continuity.

5. 3. 3 EBITDA and Net Loss

Adjusted EBITDA Reduction: Adjusted EBITDA declined from \$165 million in Q1 2023 to \$132 million in Q1 2024. This reduction aligns with the sales downturn and in general, decreased earnings can be observed. The data can suggest that ADAMA is adjusting its operational cost structures to mitigate the impact on profitability.

Net Loss Analysis: ADAMA reported an adjusted net loss of \$10 million and a reported net loss of \$32 million. The negative results encountered represent a trend that could be balanced by the company's increased gross margin and cash flow improvement in upcoming quarters. An interpretation of the losses could present them as a result of seasonal fluctuations typical in the agricultural sector. It could then be expected that the losses stabilize once the market conditions improve.

5. 3. 4 Comparative Industry Performance

Market Position: As stated before, the Syngenta group which ADAMA is a part of holds the second-highest market share in the agrochemical industry. This is a very competitive position for ADAMA and it reflects its solid standing among competitors like Bayer Crop Science, BASF, and Dow Agrosiences.

Industry Growth Outlook: There are important opportunities for ADAMA to regain and even increase its market share due to the expected 8.5% growth rate from 2023 to 2024 of the agrochemical industry. The key improvement areas are in product innovation and expansion in high-demand markets. Some factors like global population growth, pest pressures, and evolving farming practices can contribute to a future favorable outlook.

3. 5. 5 Strategic Implications for ADAMA

Focus on Efficiency and Innovation: A strategy that ADAMA can adopt with the focus on improving cash flow and gross margin, despite sales challenges can be directed towards operational resilience. Investing in new product development, meeting regulatory demands, and maintaining competitive pricing can help leverage these efficiencies. In this way the company can attract new customers and strengthen its market share.

Expansion and Adaptation to Market Trends: There is a clear increase in global demand for crop protection chemicals. This places ADAMA in a good position to adapt its strategies to capitalize

on growth trends in the industry in order to tackle the agricultural sector's challenges. One way to reinforce ADAMA's competitiveness within the sector is to have continued emphasis on innovation, regulatory compliance, and sustainable solutions.

5. 4 GLOBE Studies Analysis

Given the fact that the sample in its entirety is part of the Latin American community, the characteristics of this culture can also be analyzed and compared with the results of this research. According to the GLOBE studies, the score for the Latin American culture in the item of in-group collectivism is 6. 06 which is considered high and it's actually one of the highest in the range of values in comparison to the global scores. This means that this culture expresses pride, loyalty, and cohesiveness in their organizations or families. A great component of engagement has to do with the sense of proudness that an individual might feel towards the organization. Based on this, the high engagement that the survey results revealed could also be explained by cultural components.

Power distance on the other hand is a dimension that for the latin american culture is considered relatively high. This means that the community accepts and endorses authority, power differences, and status privileges. The implications of this include that there is always an unquestioned respect for leaders and this can influence the perspectives of their actions, regardless of their leadership type.

As for the visualization of leadership, the latin american culture shows high scores for Charismatic and Team Oriented leadership styles, meaning that these types of leadership are greatly valued in this culture and somewhat contribute to outstanding leadership. Even though these are the preferred leadership styles in this region, with the results of this study it is still evidenced that Inclusive Leadership can have a positive effect in the workplace. This might be an indicator that certain characteristics of inclusive leadership have a positive effect on engagement with low or nonexistent dependence on cultural backgrounds.

Participative leadership is the third most important type of leadership in this culture. The Latin American score for this type of leadership is barely higher than the global average, reaching 5,42. This refers to the degree to which leaders involve others in the decision making process. Inclusive leadership shares certain aspects with participative leadership, like shared empowered, mutual respect and collaboration and engagement.

6. Conclusion

In conclusion, the study reflected a clear correlation between Inclusive Leadership and Employee Engagement among the employees of the latin american division of ADAMA. With the information that this research retrieved, it cannot be proved that inclusive leadership and employee engagement have a direct relationship with the positive results in performance that the

organization is showing. This is because other factors can influence these results and correlation with performance is not tested. Based on the results and the findings that were presented in this study, recommendations for companies that share similarities with the conditions of this study are provided.

6. 1 Recommendations

Some recommendations that derive from this research are:

6. 1. 1 Investing in HR Policies that Enhance Employee Engagement

According to the results that this research provided, organizations that share common characteristics with ADAMA in the Latin America region can also benefit from having greater employee engagement levels in their company. This means that it can be suggested to invest in HR policies that can enhance engagement. In terms of well-being, an analysis of this study also points out that efforts to engage the employees create an environment where they feel valued, supported, and motivated. Some of the policies that can be considered are career development opportunities, mental well-being initiatives and recognition programs.

These policies are recommended because they directly respond to one or more of the components driving engagement. As viewed in the UTRETCH measuring system, being inspired, proud and challenged by their work can increase engagement in individuals. For this reason providing career development opportunities is suggested, because it can respond well to inspiring and challenging employees. Another dimension is the vigorous aspect, where it is stated that employees feel more engagement to a workplace that makes them feel with a lot of energy and strength. This can translate into a healthy workplace where workers are not exposed to unnecessary stress and can save their energies to dedicate for their daily operations. In this case, mental well-being initiatives can make a huge difference in determining these aspects. Finally, employees can feel proud of their job when recognition programs are put into place in the organization.

The idea of well-thought-out HR practices is to systematically support engagement with the focus on fostering positive work culture. Other results of this can be the decrease in turnover and enhancement in productivity. Finally, the improvement in operational performance on behalf of engagement can take place thanks to the increased likelihood of engaged employees to go above and beyond their job responsibilities. HR policies are a key driver in fostering a committed workforce, which directly impacts overall organizational success.

6.1.2 Seek to Recruit Professionals that Bring Inclusive Behavior to the Workplace

During the selection process, it can pay off to add an intel in the selection criteria table that can account for inclusive behavior in people. Individuals who naturally demonstrate inclusive

behavior can help cultivate a workplace culture that values diversity and inclusiveness from the ground up.

When these kinds of professionals join the workforce, not only they contribute to a more collaborative and supportive work environment but also they influence their peers to act inclusively. In this way, teamwork and innovation are enhanced because diverse perspectives are actively embraced. This is why recruitment practices should include screening for inclusive leadership skills and emotional intelligence. With these elements, long-term engagement and alignment with the company's inclusive goals can be promoted. Building a workforce of inclusive professionals strengthens employee collaboration and engagement, which can drive more effective and innovative operational outcomes.

6. 1. 3 Provide Meaningful and Challenging Work

Not only through career development opportunities can ADAMA and other companies promote the passionate value among their employees. When tasks are aligned with employees' skills, values, and long-term career goals, they are more likely to immerse themselves in their roles. It is important for engagement that employees feel that their contributions are valuable. This can be reached through providing opportunities for personal growth, but also elements like autonomy, and tackling complex problems can have this result. The absorption element of engagement is also boosted by this, encouraging employees to stay focused and committed. In addition to this, meaningful work can also foster a sense of purpose, which can reduce burnout and drive better organizational performance. When the tasks to be done are meaningful and challenging,

employees' connection to their roles increases, enhancing focus and productivity. These elements are essential for organizational growth.

6. 1. 4 Reduce Task Overload and Interruptions

From the elements that the UTRECHT work engagement scale proposed, absorption is a fundamental part of engagement. Frequent interruptions in this case prevent employees from fully engaging in their work and detract from their ability to concentrate and complete tasks efficiently, lowering their productivity at the same time. Strategies that can help reduce these distractions are prioritizing tasks, scheduling uninterrupted work periods, and implementing better project management systems. Adama can create a more structured and manageable workload for employees so that they can feel a safe environment that does not take their energy and vigor away. This also supports a more focused work environment, where employees feel less overwhelmed, allowing them to be more deeply absorbed in their tasks, which leads to better performance. Minimizing distractions enables employees to concentrate fully on their work, improving engagement, satisfaction, and performance.

6. 1. 5 Promote a Culture of Deep Work

Absorption of tasks can be reached from a perspective of cultivating it inside the company culture, leading to higher-quality work and innovation. Fostering periods of focused work time can enhance employees' ability to engage deeply with their tasks. Their fundamental tool to reach this is creating an organizational culture that values deep work. This can be done through practices

like "no meeting hours" or digital detoxes, allowing employees to have differentiated time periods for each of their various types of tasks and prioritize undistracted time for complex problem-solving. This culture encourages employees to take ownership of their work, increases productivity, and enhances the quality of their contributions, which positively impacts overall performance. A culture that promotes deep work fosters better focus and higher-quality outputs, benefiting both employee engagement and organizational performance.

6. 1. 6 Enhance Training and Development Programs

Apart from being beneficial for the results that employees provide, training and development programs can contribute to the perception of the employee of their value for the company, which in turn can have a positive effect in their engagement through the dedication aspect. Apart from this, gaining relevant skills and knowledge that are crucial for their roles can provide employees with new tools to engage with their tasks and ultimately with the organization. A sense of progression can also be cultivated through continuous learning opportunities, which will at the same time reduce stagnation and encourage absorption into challenging tasks. Professional and personal growth opportunities with resources provided by the company have a positive effect in boosting morale and productivity, leading to a highly engaged and capable workforce. Training and development programs not only improve employee skills but also enhance engagement, as employees feel valued and empowered to grow within the organization.

6. 2 Limitations

The limitations that were identified after completing the research are:

6. 2. 1 Sample Size and Generalizability

The size of the sample may be considered big enough to provide a solid foundation for analysis, but to a certain extent it may limit the generalizability of the findings. Taking into account the fact that ADAMA is a global company with a large workforce is a good starting point to analyze how representative the sample may be. The bigger the population, the harder it is for the sample to represent the diversity of perceptions across all departments, regions, and cultural backgrounds. This means that the results may not be entirely generalizable to the whole company. Other multinational organizations with different structures and cultures or within different industries might not find similarities with these results.

6. 2. 2 Data from One Period of Time

Using organizational performance results from one period of time without having the information on inclusive leadership perspectives and employee engagement on previous periods to compare to can limit the accuracy and application of the findings. For future research it is recommended to collect the data over two different periods of time and compare both results in

order to see if there is any incidence of inclusive leadership and employee engagement on organizational performance.

6. 2. 3 Use of Self-Reported Data

This is a limitation present in many studies that arrives from the nature of the collection method of primary data using anonymous surveys. The study relies on self-reported data through surveys to measure both inclusive leadership and employee engagement. The introduction of *response bias* in this approach is inevitable because participants are able to answer however they see fit judging by what they consider are socially desirable answers. It can also happen that they overestimate or underestimate their engagement levels and perceptions of leadership. Additionally, self-reported data may not always accurately reflect actual behaviors or attitudes, because as it has already been mentioned before, they are subject to individual interpretation.

6. 2. 4 Cross-Sectional Design

The way in which the study is structured follows a cross-sectional design, capturing data at a single point in time. In order to identify relationships between variables, which is the goal of this study, this approach is definitely useful. However, it may limit the ability to establish causality. This means that with this model of investigation it is not really possible to determine if inclusive leadership drives engagement or it happens the other way around. While the study may find a correlation between inclusive leadership and employee engagement, it cannot definitively

determine whether inclusive leadership causes higher engagement or whether other factors contribute to both.

6. 2. 5 Focus on Quantitative Measures

Although the study includes multiple forms of statistical analysis, it primarily relies on quantitative data. This approach may overlook the gray areas that are inevitably embedded in employee experiences and perceptions, which could be better captured through qualitative methods such as interviews or focus groups. These qualitative insights could provide deeper context to the statistical findings, especially in understanding the specific practices and interactions that contribute to perceived inclusive leadership.

6. 2. 6 Measurement Tools

The instruments that were used to measure the variables (Utrecht Work Engagement Scale (UWES) and Ashikali's Inclusive Leadership scale) are validated instruments, nevertheless, they may have limitations in the domain of fully capturing the complexity of these concepts in the diverse multinational context in which this study took place.

One example may be that there are some specific engagement dimensions influenced by leadership practices which may not be fully reflected in the UWES tool because it focuses on general engagement. Similarly, Ashikali's scale might not capture all culturally relevant aspects of inclusive leadership, especially in a global organization like ADAMA.

These limitations acknowledge the boundaries of the research while highlighting areas that could be addressed in future studies to improve the robustness and applicability of the findings.

6. 3 Future Directions

While this study has provided valuable insights into the relationship between inclusive leadership, employee engagement, and their impact on organizational performance at ADAMA, it is true that several different approaches can be suggested for future research that might be developed in the future to look deeper into these topics.

6. 3. 1 Longitudinal Studies

For this research, information on the perceptions of the employees at this specific moment in time was gathered. Future research could benefit from a longitudinal approach, in which changes in employee engagement and perceptions of leadership can be tracked over time. With this insightful information it can be observed whether the relationship between inclusive leadership and engagement is stable or it fluctuates based on changes in leadership practices, organizational strategy, or external factors. These diverse causes can also be studied if the research were to have a focus on determining which of them can have a greater influence.

6. 3. 2 Exploration of Cultural, Generational, Hierarchical and Functional Differences

When conducting research using a sample of employees from a multinational company, the option of diversifying this sample with various nationalities gives the opportunity for future studies to investigate how perceptions of inclusive leadership vary across different cultures. Other differences that can be studied on their effect on inclusive leadership perceptions and engagement can be generational or even among different functions and management levels within the organization. This would provide deeper insights into how leadership styles should be adapted to different employee demographics and work environments to maximize engagement and performance.

6. 3. 3 Qualitative Studies

The main data source for this study relied on quantitative methods, but future research could incorporate qualitative approaches such as interviews, focus groups, or case studies. With the addition of these methods, a better and more holistic understanding of how employees experience inclusive leadership and how this impacts their daily work can be achieved. Qualitative data could offer richer insights into the specific leadership behaviors that contribute most to employee engagement. It can even provide a better look at recommendations as to how to best establish an action plan to take advantage of the knowledge gathered for enhancing performance.

6. 3. 4 Comparative Studies Across Industries

This research focused on the crop protection industry, but future studies could explore the relationship between inclusive leadership and employee engagement across different industries that could possibly be more appealing for current trends, such as technology, healthcare, or manufacturing. Many industries are now shaping the course of the global economy in ways that make it useful to study these factors among them. Comparative studies would reveal whether the dynamics observed in this study are unique to the agricultural sector or common across various organizational settings.

6. 3. 5 Exploring Additional Leadership Styles

This study focused on inclusive leadership, but future research could compare the effects of other leadership styles, such as transformational, autocratic or servant leadership, on employee engagement. Understanding how different approaches to leadership impact engagement could provide organizations with a broader range of strategies for fostering a motivated and productive workforce. The individual effects of each kind of leadership viewed in different business contexts can also be analyzed in order to generate a useful guide on which leadership types suits a company best in different business scenarios according to their effect on employee engagement and other factors.

In summary, future research should seek to address the limitations of this study and explore new dimensions of inclusive leadership and employee engagement with different population

targets. It can be interesting to analyze and have insights into how different leadership styles that prevail in different cultures, along with specific cultural behaviors can help shape the course of business in terms of engagement, work environment and productivity. Expanding the scope of the research to include diverse samples, methodologies, and industries would deepen our understanding of how leadership practices influence engagement and organizational performance in different types of organizations.

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