

## CHAPTER V

### CLOSURE

#### A. Conclusion

Based on the results of the analysis and discussion above, conclusions can be drawn from the results of this study.

- 1) Significant Positive Impact of Inclusive Leadership on Job Performance: The study conclusively demonstrates that Inclusive Leadership has a significant positive effect on job performance. This finding aligns with the existing literature, reinforcing the idea that when leaders engage their teams by considering diverse perspectives and promoting a sense of belonging, employees feel more valued and motivated. This increased motivation translates into improved job performance, as employees are likely to invest more effort into their work and align their goals with organizational objectives. This suggests that organizations should cultivate leadership practices that emphasize inclusivity to enhance overall performance.
- 2) Crucial Role of Trust: Trust emerged as a vital factor influencing job performance. The findings indicate that higher levels of trust among employees and between employees and leaders contribute significantly to improved job performance. Trust fosters a supportive work environment where employees feel safe to express their ideas, take risks, and collaborate with others. The data suggests that organizations should actively work to build and maintain trust through transparent communication, consistent

behavior, and recognition of employee contributions. This trust is foundational for creating an environment conducive to high performance.

- 3) **Moderating Effect of Trust on the Relationship Between Inclusive Leadership and Job Performance:** The study reveals that trust not only directly affects job performance but also moderates the relationship between Inclusive Leadership and job performance. This means that the positive effects of Inclusive Leadership are amplified in environments where trust is high. When employees trust their leaders, they are more likely to embrace inclusive practices and engage fully in their roles, leading to even better performance outcomes. Therefore, organizations must recognize the interplay between leadership styles and trust, emphasizing both aspects in their developmental programs.
- 4) **Implications for Practice and Future Research:** The findings of this research have significant implications for both management practices and future studies. For practitioners, it emphasizes the importance of training leaders in inclusive practices and building trust within teams. Organizations should implement structured programs that promote inclusive behaviors and assess trust levels regularly. For future research, this study provides a foundation to explore additional variables that may influence the dynamics between leadership styles, trust, and job performance across different contexts and cultures, which could lead to a deeper understanding of these relationships.

## **B. Implication**

### **1. Managerial Implications**

- 1) Organization must have a leader who is always present and available to create a harmonious and productive work environment. Leaders must actively support their employees, whether by providing clear direction, helping to resolve operational issues, or listening to their feedback on customer experiences.
- 2) Organizations must be able to ensure that employees have a clear understanding of the tasks assigned, provide relevant training to improve competence, and create a work evaluation system that focuses on the quality and accuracy of results so that the organization can achieve its goals.
- 3) Organizations must have leaders who can demonstrate strong abilities in managing complex situations and are strengthened through transparency in decision-making, providing effective solutions, and building open communication.

### **2. Theoretical Implications**

- 1) This research expands the theoretical understanding of the relationship between leadership styles, trust, and job performance, providing a framework for future studies in organizational behavior.
- 2) By highlighting the moderating role of trust, the study encourages further investigation into how different psychological constructs interact with leadership styles to affect performance outcomes.

### C. Research Limitation

While this study provides valuable insights into the relationships between Inclusive Leadership, trust, and job performance, several limitations must be acknowledged. These limitations may affect the interpretation and generalizability of the findings:

- 1) The limited sample size may restrict the generalizability of the findings. Future research should aim for a larger, more diverse sample that encompasses various industries and demographics to validate the results.
- 2) The study's cross-sectional nature limits the ability to establish causal relationships. Longitudinal studies could provide insights into how the dynamics between Inclusive Leadership, trust, and job performance evolve over time.
- 3) The reliance on self-reported data may introduce bias, as participants might overestimate their job performance or trust levels. Incorporating objective performance measures and third-party evaluations could enhance the study's reliability.
- 4) The cultural context of the research may influence the results. Conducting cross-cultural studies would help to determine the universality of the findings and explore how cultural differences affect the relationship between Inclusive Leadership, trust, and job performance.