



The Impact of Transformational Leadership on Workplace Diversity & Inclusion: The Role of Organizational Culture and Justice

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ABSTRACT

Article History:

Received: Aug 19, 2024
Revised: Sep 11, 2024
Accepted: Oct 10, 2024
Available Online: Dec 30, 2024

Keywords:

Transformational Leadership, Workplace Diversity, Inclusion, Organizational Culture, Justice, Higher Institutions

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

The present study explores the impact of transformational leadership on workplace diversity and inclusion, over mediating role of organizational culture and justice in higher education institutions context in southern region, KP, Pakistan. The data was collection through secondary and primary sources and analysis was conducted using statistical procedures to test direct and indirect relationships among variables. The results validate that transformational leadership has significant effect upon workplace diversity and inclusion and organizational culture and justice were found to mediate this relationship. The findings suggested that transformational leaders play critical role in shaping inclusive cultures by promoting values and justice. These results have practical implications for leadership development programs, and educational policy mainly in regions with socio-cultural complexities such as KP. By fostering the equitable treatment and inclusive practices, the higher educational leaders can improve the faculty engagement, enhance organizational performance and reduce discrimination overwhelmed at the desired leading outcome. The future research may explore the longitudinal effects and extend the study towards other sectors for comparative analysis in order to compare the diverse outcome and contribute the knowledge from different dimensions.

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DOI: <https://doi.org/10.61503/ciissmp.v3i4.405>

Citation: Ullah, S., & Khan, I. U. (2024). The Impact of Transformational Leadership on Workplace Diversity & Inclusion: The Role of Organizational Culture and Justice. *Contemporary Issues in Social Sciences and Management Practices*, 3(4), 415-438.

1.0 Introduction

Higher education plays a critical role in developing human capital by providing quality education that enhances students' knowledge, skills, and competencies, thereby preparing them for successful professional careers (Amtu et al., 2021). In addition to educating students, higher education institutions offer employees opportunities to develop their capabilities and contribute effectively toward achieving organizational goals and strategic outcomes (Jiang et al., 2017). Within this context, leadership serves as a fundamental mechanism for influencing organizational effectiveness. Among various leadership approaches, transformational leadership has emerged as a prominent leadership style that promotes positive organizational change, diversity, and inclusion. Therefore, this study examines the mediating roles of organizational culture and organizational justice in the relationship between transformational leadership and workplace diversity and inclusion within higher education institutions.

Workplace diversity and inclusion have become strategic priorities for organizations seeking to succeed in increasingly globalized and socially conscious environments (Randel et al., 2016). Diversity refers to the representation of individuals with different backgrounds, characteristics, and perspectives, whereas inclusion refers to the creation of an environment in which individuals feel respected, valued, and fully integrated into organizational processes (Corrington et al., 2020). Transformational leaders are characterized by their ability to provide intellectual stimulation, articulate a compelling vision, offer individualized consideration, and serve as role models for their followers (Shahzad et al., 2022). Research suggests that transformational leaders can strengthen diversity and inclusion initiatives by promoting fairness and equality, modeling inclusive behaviors, empowering employees, and challenging systemic biases within organizational practices (Tian et al., 2020).

Transformational leadership encourages innovation, motivates employees, and facilitates positive organizational change. These leadership behaviors significantly influence employees' attitudes toward organizational initiatives and workplace practices. Organizational culture, which consists of shared beliefs, values, and assumptions that shape workplace behavior, plays a vital role in determining the effectiveness of leadership initiatives (Nasir et al., 2022). Furthermore, organizational culture and organizational justice influence the extent to which transformational leadership can successfully foster diversity and inclusion within institutions (Sadeghi & Pihie, 2012). Organizations characterized by openness, respect, adaptability, and mutual trust are more likely to create environments that support diversity and inclusion (Sehat et al., 2024). Transformational leaders contribute to the development of such cultures by encouraging flexibility and shifting organizational attitudes from merely accepting diversity to actively embracing inclusion.

Organizational justice refers to employees' perceptions of fairness regarding organizational procedures, outcomes, and interpersonal interactions (Tahira et al., 2022). The concept encompasses distributive justice, procedural justice, and interactional justice, all of which influence employee attitudes and workplace behavior (Pracha et al., 2017). Transformational leaders promote organizational justice by establishing merit-based systems, ensuring transparency

in decision-making processes, and treating employees with dignity and respect (Buil et al., 2019). When employees perceive organizational systems as fair, they are more likely to trust leadership, engage in organizational citizenship behaviors, and support diversity and inclusion initiatives (García et al., 2022).

Although transformational leadership is essential for promoting diversity and inclusion initiatives, its effectiveness often depends on supportive organizational conditions. An inclusive organizational culture strengthens the positive influence of transformational leadership on diversity and inclusion outcomes (Chaudhary & Ramba, 2021). Similarly, high levels of perceived organizational justice increase employee trust in leadership and enhance support for diversity initiatives (Fife et al., 2021). Diversity and inclusion are no longer peripheral concerns but have become central components of organizational sustainability, innovation, and long-term success (Brimhall et al., 2017). Through the articulation of a compelling vision and the promotion of trust and collaboration, transformational leaders encourage employees to move beyond self-interest and embrace collective organizational goals (Judge & Piccolo, 2004).

In organizational settings, inclusion refers to the extent to which individuals from diverse backgrounds feel valued, respected, empowered, and integrated into workplace activities. The core dimensions of transformational leadership—including intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence—are instrumental in fostering inclusive organizational environments (Brimhall et al., 2017). Consequently, transformational leadership is increasingly recognized as a catalyst for inclusive organizational change (Judge & Piccolo, 2004). However, the success of transformational leadership in promoting diversity and inclusion is contingent upon the existence of supportive cultural and structural conditions within the organization (Buil et al., 2019).

Organizational culture comprises the dominant norms, values, and practices that shape employee behavior and workplace relationships. Rigid and exclusionary cultures may undermine even the most progressive leadership initiatives, whereas cultures characterized by learning, openness, equity, and mutual respect enhance leaders' ability to implement diversity-focused changes successfully (Bagram et al., 2022; Putri & Ferdian, 2021). Such cultures encourage a shared vision of respect, collaboration, and inclusion across all organizational levels.

Likewise, organizational justice plays a significant role in fostering inclusive workplaces. Procedural justice focuses on fairness in decision-making processes, while interactional justice emphasizes respectful and dignified interpersonal treatment (Pracha et al., 2017). Transformational leaders strengthen perceptions of organizational justice through ethical behavior, transparent communication, and equitable decision-making practices (Fife et al., 2021). When employees perceive fairness within organizational systems, they are more likely to support diversity initiatives, trust leadership, and engage in inclusive behaviors (Kuknor & Bhattacharya, 2020).

The relationship between transformational leadership and diversity outcomes is strengthened when employees perceive high levels of organizational justice and when organizational culture supports inclusiveness (Putri & Ferdian, 2021). Conversely, weak cultural support and low perceptions of justice may reduce employee trust, motivation, and willingness to

participate in diversity and inclusion initiatives (Pracha et al., 2017). Therefore, understanding the mediating roles of organizational culture and organizational justice is essential for identifying mechanisms through which transformational leadership influences workplace diversity and inclusion. Such understanding can assist educational institutions in developing evidence-based leadership strategies that foster inclusive and equitable workplaces.

1.2 Problem Statement

Despite increasing awareness of value of diversity and inclusion in workplace, many institutions continue to face significant challenges in creating environments where employees feel respected, empowered, and treated fairly. This contradiction raises critical questions about the underlying mechanisms that either inhibit or enable the success of transformational leadership in advancing diversity and inclusion goals. While transformational leadership is widely recognized as the key driver in promoting equitable practices and inclusive values, its actual impact on the workplace diversity and inclusion outcomes remains unreliable across the different organizational settings. Therefore, this study seeks to investigate the extent to which organizational culture and justice mediate relationship between transformational leadership and workplace diversity and inclusion in educational context.

1.3 Objectives of Study

1. To examine the association among transformational leadership, organizational culture, organizational justice, workplace and diversity and inclusion (in line with H₁₋₂).
2. To examine the impact of transformational leadership, organizational culture, and justice on workplace diversity and inclusion (in line with H₃₋₄).
3. To examine mediating role of organizational culture to link transformational leadership and workplace diversity and inclusion (in line with H₅₋₆).
4. To examine mediating role of organizational justice to link transformational leadership and workplace diversity and inclusion (in line with H₇₋₈).
5. To examine the group, mean differences concerning demographic individualities in views of respondents about research variables of current research study (test of significance) (in line with H₉₋₁₄).

2.0 Literature Review

In the contemporary organizational landscape, workplace diversity and inclusion have become strategic imperatives for achieving sustainable success. Despite substantial investments in diversity and inclusion initiatives, many organizations continue to struggle with translating diversity policies into genuinely inclusive cultures where all employees feel valued, respected, and empowered (Amtu et al., 2021). Diversity refers to the representation of individuals with different demographic, social, and cultural backgrounds, whereas inclusion reflects the extent to which these individuals are respected, integrated, and able to contribute meaningfully within an organization (Corrington et al., 2020). Existing research indicates that transformational leaders are more likely to embrace and promote diversity-supportive behaviors that foster inclusive work environments (Buil et al., 2019). However, a gap often exists between formal diversity policies and actual organizational practices due to differences in leadership behaviors, organizational culture, and

perceptions of fairness.

An inclusive organizational environment facilitates the translation of leadership vision into practice. Organizational culture consists of deeply embedded values, assumptions, and norms that influence employee behavior and organizational decision-making (Fife et al., 2021). In some organizations, rigid hierarchies and resistance to change may limit the effectiveness of inclusive leadership practices. Nevertheless, organizational culture remains a critical determinant of whether diversity and inclusion initiatives produce meaningful outcomes (Putri & Ferdian, 2021). Similarly, organizational justice, which refers to employees' perceptions of fairness in workplace procedures, interactions, and outcomes, plays a significant role in shaping employee attitudes and behaviors (Pracha et al., 2017). Perceived injustice can undermine trust, reduce employee engagement, and contribute to the marginalization of underrepresented groups.

The relationship between leadership and inclusion is often strengthened through organizational justice. Leaders may advocate fairness and equality; however, without supportive organizational systems, such efforts may fail to generate trust and inclusiveness among employees (Corrington et al., 2020). Over the past several decades, diversity and inclusion have become central themes in organizational development, particularly in complex and heterogeneous environments such as higher education institutions. Globalization, migration, and increased social awareness have expanded workforce diversity and heightened the need for inclusive leadership approaches (Nasir et al., 2022). Within this context, transformational leadership has gained recognition for its ability to inspire positive change and foster innovative, inclusive, and equitable organizational environments (Tahira et al., 2022). Consequently, transformational leaders are increasingly viewed as change agents who shape organizational culture and promote inclusive practices.

In higher education institutions, diversity extends beyond traditional demographic dimensions such as gender, race, and ethnicity to include language, socio-economic status, age, religion, disability, and academic discipline. Transformational leaders are particularly effective in promoting inclusion because they encourage employees to challenge existing assumptions, embrace diverse perspectives, and address the unique needs of organizational members (Buil et al., 2019). Nevertheless, faculty members from underrepresented groups often report experiences of marginalization, limited participation in decision-making processes, and unequal opportunities for career advancement (Fife et al., 2021). Despite increasing institutional commitments to diversity and inclusion, many higher education institutions, particularly in developing countries, continue to experience challenges associated with implicit bias and exclusionary practices (Putri & Ferdian, 2021). Consequently, organizational culture serves as a crucial mechanism through which leadership influences diversity and inclusion outcomes.

A supportive organizational culture characterized by teamwork, openness, respect, and collaboration enhances inclusive practices across the institution (Pracha et al., 2017). Likewise, perceptions of distributive, procedural, and interactional justice strengthen employees' commitment to organizational goals, trust in leadership, and willingness to support diversity initiatives (Kuknor & Bhattacharya, 2020). Conversely, organizational injustice has been

associated with employee disengagement, resistance to change, and turnover intentions (Koh et al., 2019). These concerns are particularly relevant within higher education institutions, where diverse populations and evolving educational demands require inclusive and equitable organizational practices.

The challenges associated with diversity and inclusion in higher education are further intensified by limited institutional policies, inadequate leadership development programs, and socio-cultural barriers (Moradi & Shabazi, 2016). Addressing these challenges requires the development of progressive and inclusive educational environments capable of meeting the evolving needs of society (Judge & Piccolo, 2004). Therefore, the present study seeks to address a gap in the literature by examining the relationship between transformational leadership and workplace diversity and inclusion through the mediating roles of organizational culture and organizational justice (Nikpour, 2017). These constructs are interconnected, and their combined influence can contribute to enhanced institutional performance, employee engagement, and educational equity.

Transformational leadership is characterized by a leader's ability to inspire, support, and intellectually stimulate followers (Moradi & Shabazi, 2016). In the evolving context of higher education, particularly within multicultural and resource-constrained environments, the interaction among transformational leadership, workplace diversity, inclusion, organizational culture, and organizational justice has become increasingly important (Pracha et al., 2017). Transformational leaders promote diversity and inclusion by modeling inclusive behaviors, addressing unconscious biases, and advocating fair workplace practices (Zeb et al., 2021). Such leaders move beyond routine administrative functions and actively challenge traditional assumptions, encourage innovation, and support the inclusion of marginalized voices within institutional decision-making processes.

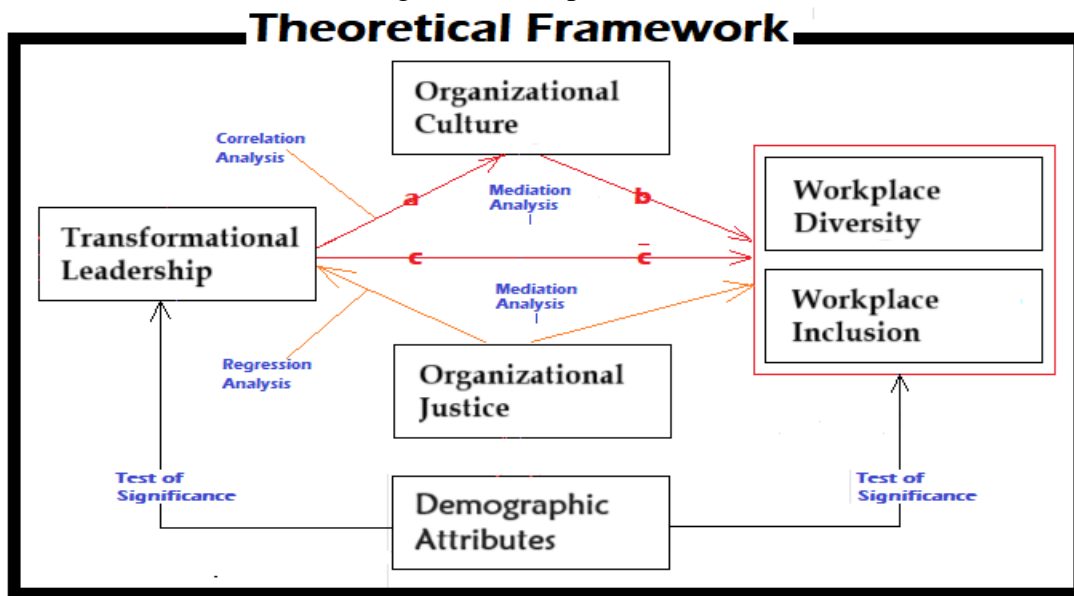
Leadership serves as the foundation upon which inclusive organizational cultures are built. Transformational leaders actively recruit, retain, and empower individuals from diverse backgrounds, ensuring that diversity becomes a source of organizational strength rather than division (Tahira et al., 2022). Diversity within higher education encompasses differences in race, ethnicity, gender, socio-economic background, language, age, academic discipline, and ability (Fife et al., 2021). While diversity ensures the presence of varied perspectives and experiences, inclusion ensures that those perspectives are heard, valued, and integrated into organizational processes (Bagram et al., 2022). Consequently, transformational leaders strengthen inclusion by ensuring meaningful participation in decision-making, leadership opportunities, and institutional governance.

Organizational culture refers to the shared values, assumptions, norms, and behaviors that guide how organizational members interact and perform their responsibilities. In academic settings, organizational culture shapes attitudes toward teamwork, innovation, communication, and change (Nasir et al., 2022). Inclusion reflects the extent to which employees feel welcomed, respected, supported, and able to participate fully in institutional life. Without inclusive practices, diversity initiatives may remain symbolic rather than producing meaningful organizational change

(García et al., 2022). Organizational justice encompasses distributive justice, procedural justice, and interactional justice, all of which influence employee motivation, trust, and job satisfaction (Buil et al., 2019). A positive organizational culture therefore acts as a vehicle through which diversity and inclusion initiatives can be sustained over time.

Transformational leadership facilitates cultural change by promoting a shared vision and encouraging inclusive organizational values. The organizational environment ultimately determines whether diversity and inclusion initiatives flourish or fail (Pracha et al., 2017). Likewise, organizational justice reflects employees’ perceptions of fairness and serves as an important predictor of employee engagement and commitment. Leaders strengthen perceptions of justice by providing equal opportunities, implementing merit-based reward systems, and ensuring transparent decision-making processes (Koh et al., 2019). Inclusion can only be sustained when supported by fair organizational systems and practices. Although workplace diversity contributes diverse perspectives and experiences, inclusion ensures meaningful participation, belongingness, and engagement among members of higher education institutions (Zeb et al., 2021).

Figure 1 Conceptual Framework



2.2 Research Hypotheses

1. There is significant association amid transformational leadership, organizational culture, organizational justice and workplace diversity (Correlation Analysis).
2. There is significant association amid transformational leadership, organizational culture, organizational justice and workplace inclusion (Correlation Analysis).
3. There is significant impact of the transformational leadership, organizational culture, and justice on workplace diversity (Regression Analysis).
4. There is significant impact of the transformational leadership, organizational culture, and justice on workplace inclusion (Regression Analysis).
5. The organizational culture mediated the relationship between transformational leadership

- and workplace diversity (Mediation Analysis).
6. The organizational culture mediated the relationship between transformational leadership and workplace inclusion (Mediation Analysis).
 7. The organizational justice mediated the relationship between transformational leadership and workplace diversity (Mediation Analysis).
 8. The organizational justice mediated the relationship between transformational leadership and workplace inclusion (Mediation Analysis).
 9. There is significant gender-based group mean differences in the respondents' responses towards research variables (t-test).
 10. There is significant education-based group mean differences in the respondents' responses towards research variables (ANOVA).
 11. There is significant designation-based group mean differences in respondents' responses towards research variables (ANOVA).
 12. There is significant experience-based group mean differences in respondents' responses towards research variables (t-test).
 13. There is significant residence-based group mean differences in the respondents' responses towards research variables (t-test).
 14. There is significant age-based group mean differences in respondents' responses towards research variables (t-test).

3.0 Methodology

This study adopted the quantitative research design to examine the impact of transformational leadership on workplace diversity and inclusion, with organizational culture and organizational justice as mediating variables. The research design helps in determining the procedures that helps in providing the roadmap for attaining the desired outcomes [354]. The data was collected over structured questionnaires using standardized scales from the sample of employees across various institutions. The design allows for the statistical examination of direct and indirect relationships amid variables using statistical actions. This approach is suitable for testing hypothesized model and understanding strength of relationships in perceptions of leadership, culture, justice, diversity as well as inclusion. The quantitative research design helps in determining researchers' attitudes for utilizing the different procedures along with suitable approach to reach the desired leading conclusion of study.

The population and sampling are important elements for conducting research on particular issues in specific context in order to collect the data from the sample and generalize toward population for attaining desired outcomes. The target population for present study consists of teachers working in higher education institutions in southern region, KP, Pakistan. The focus will be upon teachers who have experience working under transformational leaders and have participated in diversity and inclusion initiatives. A simple random sampling technique was used to ensure the representation from various institutional levels. The population consists of 2444 teachers while a sample of 344 was selected by using the statistical formula used for sample-size determination as used for data analysis. Thus, 344 questionnaires were distributed wherein 330

were recollected and used for analysis. Similarly, convenient sampling, through simple random sampling under purposive sampling was used.

Table 3.1 Sample-Size Determination

Formula	E	N = 2444	Sample =
$n = N/1 + Ne^2$	0.05	$n = 2444 / (1 + 2444 (0.0025))$, n = 343.74	344

The collection and analysis of data are important phases in research that ensures the collection of relevant facts and figures and provision of suitable tools used for analyzing the data for attaining the desired outcomes. The questionnaire will include uniform scales to measure leadership, organizational culture, justice, workplace diversity, workplace inclusion. The participants will be asked to respond on the Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The data will be collected from secondary and primary sources and will be analyzed by using suitable tools and techniques are per the study nature and requirements for attaining the desired leading outcome. The analysis will test both direct relationships and mediated effects to assess the hypothesized relationships. The secondary and primary data are always important for conducting the research studies while analyzing for reaching the desired and leading conclusion towards the desired outcomes of research. So, data collection and analysis are important for realizing desired objectives of research. The current study used the validity and reliability tools to measure accuracy and consistency in results for reaching the complete outcomes in all respect for reaching desired leading conclusions. The reliability and validity are thus important for realizing the desired and leading outcomes through accuracy and completeness thereby ensuring the outcomes in manner as needed and required. These tools are thus important for providing the accurate information for measuring the variables.

The mediation analysis was used to explore the mechanisms through which transformational leadership influences workplace diversity and inclusion, with organizational culture and justice acting as mediators. This analysis will help identify whether and how organizational culture and justice explain relationship between transformational leadership, diversity and inclusion outcome in particular context. The mediation is statistical procedure helps in providing information about direct and indirect relationships. The mediation tested through bootstrapping methods to calculate confidence intervals for the indirect effects, ensuring the robust results and confirming whether the mediators significantly explain the relationship between leadership and diversity and inclusion. The mediation analysis is thus important for providing important leading information about the direct and indirect relationships through facilitators to confirm the desired and innovative information that are used for contributing the existing knowledge on the issues under the consideration.

4.0 Findings and Results

The reliability analysis is used in research to assess the internal consistency of scale that is, how well the items in a questionnaire or test measure the same construct. The Cronbach Alpha (α) is a coefficient of reliability (consistency).

Table 4.1 Reliability Analysis

Research Variables	Items	Cronbach Alpha
Transformational Leadership	10	0.884
Organizational Culture	10	0.842
Organizational Justice	10	0.877
Workplace Diversity	10	0.832
Workplace Inclusion	10	0.822
Overall Instrument	50	0.898

The reliability analysis is used in research to assess the internal consistency of scale that is, how well the items in a questionnaire or test measure the same construct. The Cronbach Alpha (α) is a coefficient of reliability (consistency). It measures that how closely related a set of items are as a group. The results of reliability provide significant information about the research variables that are above the threshold value (.6) likewise transformational leadership (0.884), organizational culture (0.842), organizational justice (0.877), workplace diversity (0.832), workplace inclusion (0.822), and overall instrument (0.898), and thus reliability statistics provide significant results about internal consistencies among the research variables in order to measure the variables from the different perspectives.

H₁: There is significant association amid transformational leadership, organizational culture, organizational justice and workplace diversity (Correlation Analysis).

Table 4.2 Correlations Analysis

		Correlations			
		[1]	[2]	[3]	[4]
Transformational Leadership [1]	Pearson Correlation	1	.248**	.459**	.441**
	Sig. (2-tailed)		.000	.000	.000
	N	330	330	330	330
Organizational Culture [2]	Pearson Correlation	.248**	1	.239**	.282
	Sig. (2-tailed)	.000		.000	.000
	N	330	330	330	330
Organizational Justice [3]	Pearson Correlation	.459**	.239**	1	.413**
	Sig. (2-tailed)	.000	.000		.000
	N	330	330	330	330
Workplace Diversity [4]	Pearson Correlation	.441**	.282	.413**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	330	330	330	330

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation procedure was used to examine the association among the research issues that are under in this research in order to confirm the strength and direction in association amid research variables. It is used to measure the direction and strength of the linear relationship between two or more variables. It helps researchers comprehend whether and how strongly these variables are associated. The results of correlation confirmed that presence of association like transformational leadership and workplace diversity (R = .441 & P = .000), organizational culture and workplace diversity (R = .282 & P = .000), organizational justice and workplace diversity (R = .413 & P = .000), transformational leadership and organizational culture (R = .248 & P = .000), and justice (R = .459 & P = .000), and consequently from these correlation outcomes, the hypothesis about association is accepted.

H₂: There is significant association amid transformational leadership, organizational culture, organizational justice and workplace inclusion (Correlation Analysis).

Table 4.3 Correlations Analysis

		Correlations			
		[1]	[2]	[3]	[4]
Transformational Leadership [1]	Pearson Correlation	1	.248**	.459**	.634**
	Sig. (2-tailed)		.000	.000	.000
	N	330	330	330	330
Organizational Culture [2]	Pearson Correlation	.248**	1	.239**	.298**
	Sig. (2-tailed)	.000		.000	.000
	N	330	330	330	330
Organizational Justice [3]	Pearson Correlation	.459**	.239**	1	.521**
	Sig. (2-tailed)	.000	.000		.000
	N	330	330	330	330
Workplace Inclusion [4]	Pearson Correlation	.634**	.298**	.521**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	330	330	330	330

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation procedure was used to examine the association among the research issues that are under in this research in order to confirm the strength and direction in association amid research variables. It is used to measure the direction and strength of the linear relationship between two or more variables. It helps researchers comprehend whether and how strongly these variables are associated. The results of correlation confirmed that presence of association like transformational leadership and workplace inclusion ($R = .634$ & $P = .000$), organizational culture and workplace inclusion ($R = .298$ & $P = .000$), organizational justice and workplace inclusion ($R = .521$ & $P = .000$), transformational leadership and organizational culture ($R = .248$ & $P = .000$), and justice ($R = .459$ & $P = .000$), and consequently from these correlation outcomes, the hypothesis about association is accepted.

H₃: There is significant impact of the transformational leadership, organizational culture, and justice on workplace diversity (Regression Analysis).

Table 4.4 Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.505a	.255	.248	.56893

Table 4.12 Regression Analysis

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	36.060	3	12.020	37.135	.000b
Residual	105.522	326	.324		
Total	141.582	329			

Table 4.5 Regression Analysis

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
1 (Constant)	1.741	.192		9.072	.000

Transformational Leadership	.292	.048	.330	6.043	.000
Organizational Culture	.153	.040	.166	4.324	.037
Organizational Justice	.275	.054	.278	5.109	.000

a. Predictors: Transformational Leadership, Organizational Culture & Justice

b. Dependent Variable: Workplace Diversity

The regression procedure was used to examine cause-&-effect relationship among the research variables of different nature aimed to be examined in current research study. The results revealed that there is 25.5% variance in workplace diversity due to predicting variables with significant impact on workplace diversity likewise the transformational leadership ($\beta = .292$ & P-value = .000), organizational culture ($\beta = .153$ & P-value = .037), and organizational justice ($\beta = .275$ & P-value = .000), and therefore hypothesis is accepted from the results.

H4: There is significant impact of the transformational leadership, organizational culture, and justice on workplace inclusion (Regression Analysis).

Table 4.6 Regression Analysis
Model Summary

Model	R	R Square	Adjusted R Square	SE of Estimate
1	.693a	.481	.476	.43928

Table 4.7 Regression Analysis
ANOVA

Model	SS	df	Mean Square	F	Sig.
1 Regression	58.280	3	19.427	100.675	.000b
Residual	62.906	326	.193		
Total	121.186	329			

Table 4.7 Regression Analysis
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	SE	Beta		
1	(Constant)	.984	.148		6.644	.000
	Transformational Leadership	.393	.037	.481	10.562	.000
	Organizational Culture	.184	.031	.113	2.725	.007
	Organizational Justice	.250	.042	.273	6.014	.000

a. Predictors: Transformational Leadership, Organizational Justice & Culture

b. Dependent Variable: Workplace Inclusion

The regression procedure was used to examine cause-&-effect relationship among the research variables of different nature aimed to be examined in current research study. Regression analysis is the powerful statistical method used to examine the relationship between a dependent variable and one or more independent variables. It helps you predict, explain, and quantify the influence of factors on an outcome variable. The results revealed that there is 48.1% variance in workplace inclusion due to predicting variables with significant impact on workplace inclusion

likewise the transformational leadership ($\beta = .393$ & P-value = .000), organizational culture ($\beta = .184$ & P-value = .007), and organizational justice ($\beta = .250$ & P-value = .000), and therefore hypothesis is accepted from the results.

H₅: The organizational culture mediated the relationship between transformational leadership and workplace diversity (Mediation Analysis).

Mediation First Step (a)

Table 4.8 Model Summary

R	R Square	MSE	F	df1	df2	p
.2482	.1616	.6312	26.2459	1.0000	328.0000	.0000

Table 4.9 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.2099	.1668	13.2520	.0000	1.8819	2.5380
Transformational Leadership	.2742	.0535	5.1231	.0000	.1689	.3795

Predicting Variable: Transformational Leadership

Criterion Variable: Organizational Culture

Mediation Second & Third Steps (b & c)

Table 4.10 Model Summary

R	R Square	MSE	F	df1	df2	p
.4416	.2950	.3485	33.0180	2.0000	327.0000	.0000

Table 4.11 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.2378	.1950	11.4754	.0000	1.8541	2.6214
Organizational Culture	.2232	.0406	.5697	.0293	2.1031	.0568
Transformational Leadership	.3463	.0489	8.1096	.0000	.3002	.4924

Predicting Variable: Transformational Leadership & Organizational Culture

Criterion Variable: Workplace Diversity

Mediation Fourth Step (c)

Table 4.12 Model Summary

R	R Square	MSE	F	df1	df2	p
.4407	.2942	.3478	61.0800	1.0000	328.0000	.0000

Table 4.13 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.1866	.1579	13.8504	.0000	1.8760	2.4972
Transformational Leadership	.3900	.1499	7.8154	.0000	.2918	.4881

Predicting Variable: Transformational Leadership

Criterion Variable: Workplace Diversity

The mediation procedure was used to examine the mediating role of the organizational culture in linking the transformational leadership and workplace diversity by using Hayes process Macro procedure through four different paths of mediation in determining the direct and indirect links and reaching the desired conclusion about the mediation that whether it is a partial mediation or full mediation. The results of first path revealed that there is 16.16% variance in organizational culture is due to transformational leadership ($\beta = .2742$ & P-value = .0000). The results of second and third path naked that there is 29.50% variance in workplace diversity is due to organizational culture ($\beta = .2742$ & P-value = .0000), and transformational leadership ($\beta = .2742$ & P-value = .0000), in the study.

The fourth path of mediation while determining the direct relationship between the predictor and criterion variables revealed that there is 29.42% variance in the workplace diversity is due to the transformational leadership ($\beta = .3900$ & P-value = .0000). In this connection, both the direct and indirect results of mediation provide significant information in reaching the desired mediation decision wherein the results confirmed partial mediating role of organizational culture in linking the transformational leadership and workplace diversity due to decrease in coefficient value from (.3900) in direct relationship to (.3463), while p-values remained unchanged and thus sustained as significant, therefore, from the mediation outcomes, the hypothesis about the mediation is thus partially accepted in study.

H₆: The organizational culture mediated the relationship between transformational leadership and workplace inclusion (Mediation Analysis).

Mediation First Step (a)

Table 4.14 Model Summary

R	R Square	MSE	F	df1	df2	p
.2482	.1616	.6312	26.2459	1.0000	328.0000	.0000

Table 4.14 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.2099	.1668	13.2520	.0000	1.8819	2.5380
Transformational Leadership	.2742	.0535	5.1231	.0000	.1689	.3795

Predicting Variable: Transformational Leadership, Criterion Variable: Organizational Culture

Mediation Second & Third Steps (b & c)

Table 4.15 Model Summary

R	R Square	MSE	F	df1	df2	p
.6506	.4233	.2137	141.6715	2.0000	327.0000	.0000

Table 4.16 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.4361	.1241	11.5756	.0000	1.1920	1.6802
Organizational Culture	.1111	.0339	3.2828	.0011	.0445	.1777
Transformational Leadership	.4887	.0355	13.7754	.0000	.4189	.5585

Predicting Variable: Transformational Leadership & Organizational Culture
 Criterion Variable: Workplace Inclusion

Mediation Fourth Step (c)

Table 4.17 Model Summary

R	R Square	MSE	F	df1	df2	p
.6342	.4022	.2209	237.0236	1.0000	328.0000	.0000

Table 4.18 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.6817	.1145	14.6827	.0000	1.4564	1.9070
Transformational Leadership	.5191	.0337	15.3956	.0000	.4528	.5855

Predicting Variable: Transformational Leadership
 Criterion Variable: Workplace Inclusion

The mediation procedure was used to examine the mediating role of the organizational culture in linking the transformational leadership and workplace inclusion by using Hayes process Macro procedure through four different paths of mediation in determining the direct and indirect links and reaching the desired conclusion about the mediation that whether it is a partial mediation or full mediation. The results of first path revealed that there is 16.16% variance in organizational culture is due to transformational leadership ($\beta = .2742$ & P-value = .0000). The results of second and third path revealed that there is 42.33% variance in workplace inclusion is due to organizational culture ($\beta = .1111$ & P-value = .0011), and transformational leadership ($\beta = .4887$ & P-value = .0000), in the study.

The fourth path of mediation while determining the direct relationship between the predictor and criterion variables revealed that there is 40.22% variance in the workplace inclusion is due to the transformational leadership ($\beta = .5191$ & P-value = .0000). In this connection, both the direct and indirect results of mediation provide significant information in reaching the desired mediation decision wherein the results confirmed partial mediating role of organizational culture in linking transformational leadership and workplace inclusion due to decrease in coefficient value from (.5191) in direct relationship to (.4887), while p-values remained unchanged and thus sustained as significant, therefore, from the mediation outcomes, the hypothesis about the mediation is thus partially accepted in study.

H₇: The organizational justice mediated the relationship between transformational leadership and workplace diversity (Mediation Analysis)

Mediation First Step (a)

Table 4.19 Model Summary

R	R Square	MSE	F	df1	df2	p
.4592	.2108	.3474	105.9511	1.0000	328.0000	.0000

Table 4.20 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.0456	.1286	15.9117	.0000	1.7927	2.2986
Transformational Leadership	.4103	.0399	10.2933	.0000	.3319	.4887

Predicting Variable: Transformational Leadership
 Criterion Variable: Organizational Justice

Mediation Second & Third Steps (b & c)

Table 4.21 Model Summary

R	R Square	MSE	F	df1	df2	p
.5007	.2507	.3244	49.1430	2.0000	327.0000	.0000

Table 4.32 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.6449	.1832	8.9785	.0000	1.2845	2.0053
Organizational Justice	.2648	.0610	4.3447	.0000	.1449	.3847
Transformational Leadership	.2813	.0578	4.8672	.0000	.1676	.3950

Predicting Variable: Transformational Leadership & Organizational Justice
 Criterion Variable: Workplace Diversity

Mediation Fourth Step (c)

Table 4.22 Model Summary

R	R Square	MSE	F	df1	df2	p
.4407	.1942	.3478	61.0800	1.0000	328.0000	.0000

Table 4.23 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.1866	.1579	13.8504	.0000	1.8760	2.4972
Transformational Leadership	.3900	.0499	7.8154	.0000	.2918	.4881

Predicting Variable: Transformational Leadership
 Criterion Variable: Workplace Diversity

The mediation procedure was used to examine the mediating role of the organizational justice in linking the transformational leadership and workplace diversity by using Hayes process Macro procedure through four different paths of mediation in determining the direct and indirect links and reaching the desired conclusion about the mediation that whether it is a partial mediation or full mediation. The results of first path revealed that there is 21.08% variance in organizational justice is due to transformational leadership ($\beta = .4103$ & P-value = .0000). The results of second and third path revealed that there is 25.07% variance in workplace diversity is due to organizational justice ($\beta = .2648$ & P-value = .0000), and transformational leadership ($\beta = .2813$ & P-value = .0000), in the study.

The fourth path of mediation while determining the direct relationship between the predictor and criterion variables revealed that there is 19.42% variance in the workplace diversity is due to the transformational leadership ($\beta = .3900$ & P-value = .0000). In this connection, both the direct and indirect results of mediation provide significant information in reaching the desired mediation decision wherein the results confirmed partial mediating role of organizational justice in linking the transformational leadership and workplace diversity due to decrease in coefficient value from (.3900) in direct relationship to (.2813), while p-values remained unchanged and thus sustained as significant, therefore, from the mediation outcomes, the hypothesis about the mediation is thus partially accepted in study.

H₈: The organizational justice mediated the relationship between transformational leadership and workplace inclusion (Mediation Analysis).

Mediation First Step (a)

Table 4.24 Model Summary

R	R Square	MSE	F	df1	df2	p
.4592	.2108	.3474	105.9511	1.0000	328.0000	.0000

Table 4.25 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	2.0456	.1286	15.9117	.0000	1.7927	2.2986
Transformational Leadership	.4103	.0399	10.2933	.0000	.3319	.4887

Predicting Variable: Transformational Leadership

Criterion Variable: Organizational Justice

Mediation Second & Third Steps (b & c)

Table 4.26 Model Summary

R	R Square	MSE	F	df1	df2	p
.6849	.4691	.1968	157.2074	2.0000	327.0000	.0000

Table 4.27 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.1362	.1324	8.5825	.0000	.8758	1.3966
Organizational Justice	.2667	.0440	6.0559	.0000	.1800	.3533
Transformational Leadership	.4097	.0391	10.4917	.0000	.3329	.4866

Predicting Variable: Transformational Leadership & Organizational Justice

Criterion Variable: Workplace Inclusion

Mediation Fourth Step (c)

Table 4.28 Model Summary

R	R Square	MSE	F	df1	df2	p
.6342	.4022	.2209	237.0236	1.0000	328.0000	.0000

Table 4.29 Coefficients of Regression

Model	Coefficient	se	t	p	LLCI	ULCI
Constant	1.6817	.1145	14.6827	.0000	1.4564	1.9070
Transformational Leadership	.5191	.0337	15.3956	.0000	.4528	.5855

Predicting Variable: Transformational Leadership

Criterion Variable: Workplace Inclusion

The mediation procedure was used to examine the mediating role of the organizational justice in linking the transformational leadership and workplace inclusion by using Hayes process Macro procedure through four different paths of mediation in determining the direct and indirect links and reaching the desired conclusion about the mediation that whether it is a partial mediation or full mediation. The results of first path revealed that there is 21.08% variance in organizational justice is due to transformational leadership ($\beta = .4103$ & P-value = .0000). The results of second and third path revealed that there is 46.91% variance in workplace inclusion is due to organizational justice ($\beta = .2667$ & P-value = .0000), and transformational leadership ($\beta = .4097$ & P-value = .0000), in the study.

The fourth path of mediation while determining the direct relationship between the predictor and criterion variables revealed that there is 40.22% variance in the workplace inclusion is due to the transformational leadership ($\beta = .5191$ & P-value = .0000). In this connection, both the direct and indirect results of mediation provide significant information in reaching the desired mediation decision wherein the results confirmed partial mediating role of organizational justice in linking transformational leadership and workplace inclusion due to decrease in coefficient value from (.5191) in direct relationship to (.4097), while p-values remained unchanged and thus sustained as significant, therefore, from the mediation outcomes, the hypothesis about the mediation is thus partially accepted in study.

H₉: There is significant gender-based group mean differences in the respondents' responses towards research variables (t-test).

Table 4.30 Gender-Based Group Differences

	Gender	N	Mean	SD	DF	SIG.
Transformational Leadership	Male	244	3.1921	.76973	328	.085
	Female	86	3.3521	.64404	176.485	.062
Organizational Culture	Male	244	3.0971	.83659	328	.983
	Female	86	3.0950	.77134	160.448	.983
Organizational Justice	Male	244	3.3307	.68047	328	.054
	Female	86	3.4907	.59658	168.438	.041
Workplace Diversity	Male	244	3.4301	.68230	328	.413
	Female	86	3.4975	.57567	175.002	.376
Workplace Inclusion	Male	244	3.3190	.62524	328	.036
	Female	86	3.4783	.53772	171.675	.025

The group mean differences were examined through test of significance to confirm that whether the respondents have similar views about research issues or they have differences in their views towards the research variables under considerations. The results of t-test confirmed that towards the gender-based group mean differences, only the workplace inclusion showed the significance while remaining variables have not shown any significance and thus from these results, extracted from the t-test outcomes, hypothesis about the gender-based group mean differences in partially accepted in the study.

H₁₀: There is significant education-based group mean differences in respondents' responses towards research variables (ANOVA).

Table 4.31 Education-Based Group Differences

		SS	df	MS	F	Sig.
Transformational Leadership	Between Groups	4.026	2	2.013	3.723	.025
	Within Groups	176.831	327	.541		
	Total	180.857	329			
Organizational Culture	Between Groups	2.527	2	1.264	1.894	.152
	Within Groups	218.118	327	.667		
	Total	220.645	329			
Organizational Justice	Between Groups	2.553	2	1.277	2.943	.054
	Within Groups	141.846	327	.434		
	Total	144.399	329			
Workplace Diversity	Between Groups	4.776	2	2.388	5.708	.004
	Within Groups	136.806	327	.418		
	Total	141.582	329			
Workplace Inclusion	Between Groups	3.503	2	1.752	4.867	.008
	Within Groups	117.683	327	.360		
	Total	121.186	329			

The group mean differences were examined through test of significance to confirm that whether the respondents have similar views about research issues or they have differences in their views toward the research variables under considerations. The results of ANOVA confirmed that towards education-based group mean differences, only organizational culture showed the insignificance while remaining variables have shown any significance and thus from these results, as extracted from ANOVA outcomes, hypothesis about the gender-based group mean differences in partially accepted in the study.

H₁₁: There is significant designation-based group mean differences in respondents' responses towards research variables (ANOVA).

Table 4.32 Designation-Based Group Differences

		SS	df	MS	F	Sig.
Transformational Leadership	Between Groups	3.114	3	1.038	1.904	.129
	Within Groups	177.743	326	.545		
	Total	180.857	329			
Organizational Culture	Between Groups	4.967	3	1.656	2.502	.059
	Within Groups	215.678	326	.662		
	Total	220.645	329			
Organizational Justice	Between Groups	4.827	3	1.609	3.758	.011
	Within Groups	139.572	326	.428		
	Total	144.399	329			
Workplace Diversity	Between Groups	3.188	3	1.063	2.504	.059
	Within Groups	138.394	326	.425		
	Total	141.582	329			
Workplace Inclusion	Between Groups	1.635	3	.545	1.486	.218
	Within Groups	119.551	326	.367		
	Total	121.186	329			

The group mean differences were examined through test of significance to confirm that whether the respondents have similar views about research issues or they have differences in their

views toward the research variables under considerations. The results of ANOVA confirmed that towards designation-based group mean differences, only transformation leadership & workplace inclusion showed the insignificance while remaining variables have shown any significance and thus from results, as extracted from ANOVA outcomes, hypothesis about group mean differences in partially accepted in the study.

H₁₂: There is significant experience-based group mean differences in respondents' responses towards research variables (t-test).

	Experience	N	Mean	SD	DF	SIG.
Transformational Leadership	Below 20 Years	194	3.2125	.77426	328	.534
	Above 20 Years	136	3.2642	.69359	308.966	.526
Organizational Culture	Below 20 Years	194	3.1180	.83065	328	.570
	Above 20 Years	136	3.0659	.80398	296.504	.568
Organizational Justice	Below 20 Years	194	3.3773	.64415	328	.873
	Above 20 Years	136	3.3654	.69018	277.762	.874
Workplace Diversity	Below 20 Years	194	3.4171	.65327	328	.313
	Above 20 Years	136	3.4912	.65985	288.862	.314
Workplace Inclusion	Below 20 Years	194	3.3637	.62521	328	.910
	Above 20 Years	136	3.3560	.58207	303.030	.909

Table 4.33 Experience-Based Group Differences

The group mean differences were examined through test of significance to confirm that whether the respondents have similar views about research issues or they have differences in their views toward the research variables under considerations. The results of ANOVA confirmed that towards experience-based group mean differences, none of the variables have shown any significance and thus from results, as extracted from ANOVA outcomes, hypothesis about group mean differences in partially accepted in study.

H₁₃: There is significant residence-based group mean differences in the respondents' responses towards research variables (t-test).

Table 4.34 Residence-Based Group Differences

	Residence	N	Mean	SD	DF	SIG.
Transformational Leadership	Local Residence	180	3.2977	.70473	328	.087
	Non-Local Residence	150	3.1572	.77867	303.952	.089
Organizational Culture	Local Residence	180	3.0546	.81396	328	.309
	Non-Local Residence	150	3.1469	.82477	315.835	.310
Organizational Justice	Local Residence	180	3.4183	.62530	328	.168
	Non-Local Residence	150	3.3173	.70270	301.309	.173
Workplace Diversity	Local Residence	180	3.5006	.67530	328	.108
	Non-Local Residence	150	3.3840	.62841	323.999	.106
Workplace Inclusion	Local Residence	180	3.3673	.61161	328	.824
	Non-Local Residence	150	3.3523	.60318	318.860	.823

The group mean differences were examined through test of significance to confirm that whether the respondents have similar views about research issues or they have differences in their views toward the research variables under considerations. The results of ANOVA confirmed that towards residence-based group mean differences, none of the variables have shown any

significance and thus from results, as extracted from ANOVA outcomes, hypothesis about group mean differences in partially accepted in study.

H₁₄: There is significant age-based group mean differences in respondents’ responses towards research variables (t-test).

Table 4.35 Age-Based Group Differences

	Age	N	Mean	SD	DF	SIG.
Transformational Leadership	20-40 Years	205	3.3029	.72443	328	.030
	Above 40 Years	125	3.1205	.75784	252.945	.032
Organizational Culture	20-40 Years	205	3.1366	.82303	328	.256
	Above 40 Years	125	3.0309	.81117	265.053	.255
Organizational Justice	20-40 Years	205	3.4420	.64130	328	.014
	Above 40 Years	125	3.2584	.68323	249.286	.016
Workplace Diversity	20-40 Years	205	3.4315	.67269	328	.569
	Above 40 Years	125	3.4740	.62946	275.598	.563
Workplace Inclusion	20-40 Years	205	3.4037	.59681	328	.098
	Above 40 Years	125	3.2897	.61903	254.666	.101

The group mean differences were examined through test of significance to confirm that whether the respondents have similar views about research issues or they have differences in their views toward the research variables under considerations. The results of ANOVA confirmed that towards designation-based group mean differences, only organizational culture, workplace diversity and workplace inclusion showed insignificance remaining variables have shown any significance and from results, as extracted from ANOVA outcomes, hypothesis about group mean differences in partially accepted in study.

5.0 Discussion and Conclusion

The current study investigated how transformational leadership influences workplace diversity and inclusion particularly the influences of organizational culture and organizational justice. As demonstrated by the evidence, transformational leadership, when based on some positive culture and conditions of justice, boosts diversity and inclusion in the workplace. The transformational leaders develop culture of inclusive and diverse practices which is achieved by their inspirational vision, individualized consideration and intellectual stimulation. The study proved culture as a mediator in the linkage between transformational leadership and result of diversity and inclusion in the workplace. Inclusive cultures make the working environment in which various employees develop belonging and interest as required for comprehending the situations towards the desired and leading consequences.

The study found that positive culture of diversity and organizational justice, that is fair treatment in processes, decisions, and interpersonal relations, must be supplemented with leadership. Also, the view of justice in an organization verified the existence of justice enhanced the relationship hence showing that organizational justice is a crucial element of trust and inclusion. In practice, the study says that to enhance diversity and inclusion, the organizations must work on enhancing the transformational leadership, yet, they must also empower the inclusive organizational culture and the culture of justice across the organization. The combination of leadership and justice that integrate with culture and inclusion into one model that aims at specific

success is an intellectual addition to the existing literature, nevertheless, literature on the culture, inclusion, leadership and justice are more critical.

The extent and requisites of transformational leadership in promoting inclusive practices in the workplace is a question of concern to many. Transformational leaders are known to establish a diverse and inclusive workplace. The transformational leadership style is best applied in ethically fair and culturally diverse settings, where fairness, respect, and belonging are encouraged. Thus, the transformational leadership enhances level of acceptance and respect of differences, whereas inclusive, adaptive, and learning environments enhance the effects of leadership and diversity. Therefore, inclusion increases more than any other practice because of organizational processes and treatment that are perceived to be fair and the outcomes that are perceived to be fair. In this connection, the transformational leaders create the culture of openness, cooperation and diversity for attaining outcomes.

The combination of these three features strengthens one another to produce a combined effect of long-term diversity results, the cases of bias and excluding behavior reported as institutions that have an inclusive leadership style and culture of justice realized that turnover intention declined, engagement and satisfaction development were experienced, particularly among the groups that are underrepresented. These leaders contribute to safe and healthy environment, promote dignity and deal with prejudice. The findings of the paper confirm that transformational leadership has a positive and statistically significant relationship with diversity and inclusion at the workplace. Transformational leaders are able to instill a sense of belonging and value the representation of different perspectives in employees when a collaborative, open and learning culture is executed in concerned institution.

The integrated model establishes that transformational leadership, when supported by inclusive culture and fair organizational practices, leads to higher perceived inclusion, reduced workplace discrimination, and greater employee engagement. Additionally, organizational justice emerged as a key moderating factor, perceptions of fairness in processes, interactions, and reward systems enhanced effectiveness of leadership and culture in promoting inclusion. In organizations where justice is perceived to be high, the positive influence of transformational leadership on diversity and inclusion outcomes was significantly stronger. These findings underscore the importance of holistic approach to leadership, culture, and justice in advancing diversity and inclusion agendas.

Contribution

Shafqat Ullah: Problem Identification and Theoretical Framework

Irfan Ullah Khan: Data Analysis, Supervision and Drafting

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest in this article's research, authorship, and publication.

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