

DISSERTATION



**The Effect of Inclusive Leadership and Employee Loyalty: The
Mediating Role of Employees' Voice in First Marina Trust Limited,
Nigeria**

**A Dissertation Submitted in Partial Fulfillment of a Masters of Art
in Human Resource Management**

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Submitted to the National College of Ireland, August 2021

DECLARATION

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ABSTRACT

The organisation employees and their importance in determining emerging issues have continued to gain weight in both research and practice. Most especially the congruence between inclusive leadership and employees' loyalty has gained tremendous attention in the literature over the years. However, attempts to balance these variables have paved the way for employees' voice as an important factor for effective business management and inclusive leadership. On this note, this dissertation was conducted to examine the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable. It adopts the combination of the case study and survey research strategies of descriptive research to engage 149 employees of an investment bank in Nigeria called "First Marina Trust Limited" which ended up retrieving 79.2% response rate worth of quantitative data. The data were analysed using statistical tools such as descriptive statistic (e.g. frequency distribution, percentage counts, mean and standard deviations) for socio-demographics and research questions while Pearson correlation and multiple regression analyses were used for hypothesis testing. The findings of the study discovered that employees' voice, inclusive leadership and employee's loyalty are significantly related in First Marina Trust Limited. Therefore, the study recommends that organisations should endeavour to prioritise the importance of their employees while maintaining the flow of work relationship between the managers and their subordinates. Also, future studies are suggested to adopt qualitative means of data collection and analysis to identify new themes for theory building in the area of inclusive leadership, employees' voice and loyalty.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The degree of business competition across the global environment in 21st century economy has called for an improvement in employees' competency which is equally as important as organisation goal and objective (Qi & Liu, 2017; Rylkova & Sebestova, 2020). Also, the importance of employees across organisations in determining emerging issues which can directly or indirectly damage the process and growth of the organisation has continued to gain ground in both research and practice in this competitive era (Liu, Song, Li & Liao, 2017). Therefore, to strategically identify these problems, employees' voice has been identified as an important factor for effective business management and inclusive leadership.

Employees' voice is described as an "informal, discretionary and upward communication by an employee of ideas, solutions, or concerns about work-related problems" (Van Dyne & LePine, 1998; Morrison, 2014: Pg.174). When this is recognized or reflected in the status quo it leniently become a behaviour and culture in the long run. This behaviour is described as an "extra-role behaviour carried out voluntarily by employees with the intent to improve their organization's status quo" (Yan, 2018: Pg.1171). Sometimes, employees' voice is regarded as a strategic measure to improve an organisation status quo (Parker & Collins, 2010). For instance, some past studies have elongated that employees determine and protect themselves favourably through a single voice to share their idea, opinion and experience when it comes to some certain organisation critical issues, decisions and actions (Liu *et al*, 2017). As a result of the significance of employees' voice, various scholars have shown workable interest in promoting employer-employee voice behaviour in organisations leadership

(Morrison, 2014). Also, the moderation of employees' voice on inclusive leadership has been taking into cognizance towards determining employees' loyalty in a specific organisation in Nigeria. The intention of inclusive leadership in this study is quite different from usual leadership measures as the core focus is strategically positioned at the openness to change the employees of the organisation, as well as other constructs such as esteem, character, specific voice contribution, leader-member exchange (LMX), among others (Choi, Tran & Kang, 2017).

However, inclusive leadership according to Carmeli, Reiter-Palmon and Ziv (2010: Pg.251) is described as "leaders who exhibit openness, accessibility and availability in their interactions with followers". This definition was buttressed by Ospina and El Hadidy (2011) as those leadership decisions that do not only acknowledge inclusiveness nor the value of diversity but also responsible for this variance. Therefore, as the essence of employees' voice is leniently positioned at the verge of leadership in terms of behaviour and attitude (Morrison, 2014), inclusive leadership has equally been coined as an essential variable for identifying employees' loyalty in organisations (Ambady & Rosenthal, 1993). Most especially, the congruence of these concepts has been reported as an imperative precursor of employee and their organisation (e.g., Detert & Edmondson, 2011; Burrell, 2012). This practical culture in the organisation is emphasized as the quality that helps the management to realize issues which have been unknowingly overlooked and that could have helped to innovate and adapt to this turbulent business environment era in the global business settings (Hu & Jiang, 2018).

1.2 Statement of the Problem

In Nigeria, there are various reported cases that most employers or supervisors have been authoritatively controlling the decisions and actions in organisations, most especially in the Nigerian banking industry without any specific means of listening to

the employees' voice (Emelifeonwu & Valk, 2019). Also, the employees on the other hand, have for a long time refused to speak willingly or in the group to express their openness, opinion or idea in the organisation policy design (Umar & Hassan, 2013). This habit is reportedly common in corporate settings while it is politically influenced at the public level (Amah, 2018). The cause according to Umar and Hassan (2014) was due to the fear of the employees avoiding losing their jobs as they are among the luckiest few among millions seeking employment in the country. According to the authors (i.e. Umar & Hassan, 2014), it might also jeopardise the employees' current work positions in their organisations. Meanwhile, the employees' voice has both negative and positive influence on organisation leadership, employees' loyalty and the overall organisation performance (see, Okpu & Jaja, 2014; Jaja & Okpu, 2013). Also, it is good to understand that inclusive leadership in the organisation is not directly positioned at the favour of the employees, rather, a strategy and opportunity for the management to gather feedback through openness, voice taking and interaction on ground burning issues that could hinder the success of the organisation in the competitive business environment (Emelifeonwu & Valk, 2019).

However, in the global research journey in promoting employees' voice in the organisations, much-related research has utilized various means as concepts towards exploring the consequence and outcomes across contexts. For instance, some studies investigate employer-employee work relationship through employee characteristics (e.g. Paltenghe, Baikalov, Kirby, Pritmani & Froelich, 2019), dispositional factors (e.g., Laschinger & Grau, 2012), leader characteristics, (e.g., Hudson & Day, 2019) and leadership styles (Northouse, 2019), as important predictors of voice. Aside from the fact that only a few among these authors found loopholes in inclusive leadership, little attention is still currently placed on determining the relationships between inclusive

leadership and employees' loyalty while playing employees' voice in a mediating position between these variables. Although, the employees' voice behaviour has been allied to desirable ends such as employees' productivity and effectiveness (e.g., Emelifeonwu & Valk, 2019), but the fact remains that only a few factors have been established as measures in connecting these variables for study across contexts (Liu *et al*, 2017). Therefore, it is predominantly significant for this study to determine how inclusive leadership works in organisations, the roles employees' voice play and the current state of these employees towards serving their organisation selflessly which is measured in this study as employees' loyalty.

1.3 The Aims and Objectives of the Study

This study aims to examine the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable in an organisation. Also, a reference of the specific organisation to use is placed on an investment bank in Nigeria named "First Marina Trust Limited" with employees and management that are accessible for this study. More so, the specific objectives which guide the direction of this study are highlighted below:

- i. To examine the effect of inclusive leadership on employees' loyalty in First Marina Trust Limited.
- ii. To determine the relationship between inclusive leadership and employees' voice in First Marina Trust Limited.
- iii. To identify the effect of employees' voice on their loyalty in the First Marina Trust Limited.
- iv. To investigate the mediation of employees' voice on inclusive leadership and employees' loyalty in First Marina Trust Limited.

1.4 Research Questions

The following are the research questions that are deemed for answers in this systematic study.

- i. To what extent does inclusive leadership affect employees' loyalty in First Marina Trust Limited?
- ii. What is the relationship between inclusive leadership and employee's voice in First Marina Trust Limited?
- iii. To what extent does employee voice affects employee loyalty in First Marina Trust Limited?
- iv. How does employees' voice mediate the relationship between inclusive leadership and employee loyalty in First Marina Trust Limited?

1.5 Research Hypotheses

H₀₁: Inclusive leadership has no significant effect on employees' loyalty in First Marina Trust Limited.

H₀₂: Inclusive leadership and employee's voice are not significantly related in First Marina Trust Limited.

H₀₃: Employee voice has no significant effect on employee's loyalty in First Marina Trust Limited.

H₀₄: There is no specific relationship between employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited.

1.6 Significance of the Study

The study on employees' voice would be valued by organisations not only in Nigeria as the study mentioned, but to a relatively wider audience most especially among the employees with an engagement by organisations to facilitate their business operations on a daily basis. The study would be of significance to these organisations to identify

issues that might have been paid fewer attentions or overlooked while leveraging on the result to build a sustainable business environment through innovations, inclusive leadership, employees' loyalty and achieving business optimum performance. Further to this, every stakeholder allied to an organisation such as customers, government, suppliers, investors, and many others would also benefit from this study through experienced productivity and smooth business in their environment. Also, the completion of this project would serve as resourceful elements for both upcoming and existing researchers to study.

1.7 Study Limitations

The focus of the study is directly placed on investigating the employees' perception of inclusive leadership in their organisation while at the same time examining their voice and loyalty in the organisation. However, there are thousands of organisations in Nigeria, in which the study only focuses on one, among which is the organisation in the Nigerian investment banking industry. Therefore, a practical reference of this study as revealed in the above objectives is placed on First Marina Trust Limited with employees and management that are accessible for this study. This company is currently based in Nigeria with only two branches in Lagos State which also served as head and operation offices in Oniru-Lekki and Victoria Island respectively. The employees of this organisation at their two branches are up for consideration regardless of their demographic variables such as gender, age, marital status, region, ethnicity, education background, among others. This is to ensure and maintain cultural diversity without any traces of biasedness among the employees of the organisation.

1.8 Structure of the Dissertation

This dissertation is sub-divided into five chapters to complete the systematic process of this research related to inclusive leadership, employees' voice and loyalty. These

chapters are designed for different purposes which covers problem identification, scholarly views, methods, analysis and conclusions. The breakdown of these chapters are highlighted below:

Chapter One – Introduction

This is the first chapter of this dissertation that explain the theoretical background of the variables of the study such as inclusive leadership, employees' voice and loyalty. It reveals the connections (based on existing knowledge) between these variables concerning work practices in the Nigerian banking industry. Also, this chapter identified the specific problems that prompt to the conduct of this research while revealing the objectives, research questions and hypotheses that would guide the direction of this research from beginning to the end. Others such as the study's limitations and significance also reveal the scope concerning the organisation employees and their socio-demographic considerations while the study's importance to stakeholders is equally explained.

Chapter Two – Literature Review

This is the second chapter of this dissertation that reveals the views, efforts and arguments of past scholars on works related to inclusive leadership, employees' voice and loyalty. It involves the peer and critical review of recent books and articles related to the study area. Also, the theories in support of this study are linked to explain the concepts based on the specific ideology as related to the study context.

Chapter Three – Methodology

This is the third chapter of this dissertation that explain the methods used to discover answers to the research questions and hypothesis. However, it is a quantitative study in which all the relevant techniques that best suit this research method are explained in this chapter. These including, positivism research philosophy, deductive research

approach, descriptive research strategy, instrumentation (questionnaire) for data collection using statistical measures such as Cronbach Alpha coefficient for reliability test and procedure for numerical data analysis in accordance to the research questions and hypothesis.

Chapter Four – Data Analysis and Discussion

This is the fourth chapter of this dissertation where the data collected from the previous chapter are analysed. This is done under three phases namely, analysis of socio-demographic variables, analysis of research questions and analysis of research hypotheses. The summary of findings under these phases shall be presented and discussed while leveraging on related research findings in the literature to make critical analytics.

Chapter Five – Conclusions and Recommendations

This is the last chapter of this dissertation that link the initial study objectives with the study outcome to raise a conclusion according to the study context. Also, the study outcomes shall be compared with the theoretical assumptions while raising recommendations and suggestions for further theories and practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

Studies on inclusive leadership, employees' voice and employees' loyalty have attracted various researchers across different context in the literature. For instance where researchers such as Qi, Liu, Wei and Hu (2019) and Choi, Tran and Kang (2017) identified inclusive leadership as the major factor that influence employees wellbeing and behaviour, others (i.e. Hsiung & Tsai, 2017; Hu & Jiang, 2018) perceived role in the employees' voice as an effective strategy for boosting employees loyalty. Therefore, several research studies have been carried out differently in the literature to investigate different outcomes under different study contexts. In this study, the related works on inclusive leadership, employees' loyalty and employees' voice were reviewed to understand the relevance of these variables and its possible outcomes for this study. Also, this study plays a critical role in reviewing recent studies on these concepts to identify literature gap that best support the study context. Theories such as Pygmalion theory, social information processing (SIP) theory and leader-member exchange theory were linked to the study to explain these variables using different theoretical assumptions. Therefore, a view at sections in which this chapter contains are highlighted below:

- Overview
- The overview of inclusive leadership
- The overview of employees' voice
- The overview of employees' loyalty
- The relationship between inclusive leadership, employees' voice and employees' loyalty
- Theoretical framework
- Empirical review

- Critique of existing literature
- Literature gaps
- Conclusions

2.2 The Overview of Inclusive Leadership

Inclusive leadership as a concept was first propounded by Nembhard and Edmondson (2006: Pg.943) in the core management study which was defined as the “words and deeds by a leader or leaders that indicate an invitation and appreciation for others’ contributions”. Later, the definition was used as leverage to coin another based on different perception and study context by Hollander (2009: Pg.3) as “a win-win situation with a common goal and vision of interdependent relationships”. This author asserted the necessity of the role of employees in their organisation while paying attention to managerial decisions through leadership. However, numerous studies have similarly taken place on inclusive leadership concerning employees' loyalty (Qi & Liu, 2017). For example, Choi, Tran and Kang (2017) found inclusive leadership positively related to employee well-being and innovative behaviour. This in their study conducted to examine inclusive leadership and employee well-being using 207 employees as a sample in 5 selected telecommunication companies in Vietnam. The study also found the mediating variable "role of person-job fit" positive.

In a similar vein, Qi, Liu, Wei and Hu (2019) emphasized inclusive leadership study, but this time on a dependent variable and its mediation such as employee innovative behaviour and perceived organizational support respectively. The study reveals that inclusive leadership and perceived organizational support are significantly related while employee innovative behaviour was partially mediated. Other researchers also contributed to inclusive leadership study across contexts, where the majority of these researchers agreed that inclusive leadership is liable to shape and design a

comprehensive work strategy, embrace work cultural diversity, and improve work arrangement through openness and teamwork (Mor Barak, 2016).

2.3 The Overview of Employees' Voice

Employees' voice was first coined by Hirschman (1970) who assert that organisation workers that are not satisfied with their jobs would either 'voice or quit'. Hence, the concept of employees' voice arrives to stay as its importance continue to spread across organisations in the global world (Van de Ven, 1986). According to Randel, Galvin, Shore, Ehrhart, Chung, Dean, and Kedharnath (2018), voice is a strategy for problem-solving through interaction and expression. Therefore, it is a win-win strategy for both the employers and their organisation as it becomes a mutual benefit for the parties (Srivastava, Bartol & Locke, 2006). The employees' voice is generally considered a beneficial behaviour for organisational development (e.g. Burris, 2012; Morrison, 2014). It is also socially based behaviour (Van Dyne and Le Pine, 1998; Qi & Liu, 2017). Although, some organisations management have always perceived threat in employees' voice and thus react negatively to individual employee or groups that summon the courage to speak concerning the organisation policy and decision (Burris, 2012). According to Morrison, Wheeler-Smith, and Kamdar (2011), employees' voice aims to challenge the status quo in organizations and is thus risky. However, numerous studies have revealed that employee voice would lead to better error detection (Morrison & Milliken, 2000), better decision quality (Nemeth, 1997), higher organisational performance (Frazier & Bowler, 2015), and more successful implementation of new practices (Edmondson, 2003). These views as occurs from different angles of perception in the literature would be investigated for study in other to verify a clear picture to these assertions and its likely outcomes.

2.4 The Overview of Employees' Loyalty

The term 'loyalty' is broadly used differently depending on the context it is used for (Royce, 1991). In this study context, loyalty as regard the feeling or devotion of employees towards his/her employers in the workplace is explained (Arvidson & Axelsson, 2014). The philosopher Ladd (1987) defines loyalty as "wholehearted devotion to an object". This object in this sense could be a devotion to a person, groups, organisation or a country. While in organisation settings, this object could vary across measures or factors capable of arousing the interest employees such as motivation, promotion, work-leave, study-leave, recognition, etc. (Nasiri, Najafbagy & Nasiripour, 2015). However, an individual employee can be loyal to their organisation depending on some certain response of the employer to aid the need of their employees (Elegido, 2013). According to Wiklund and Jansson (2019), loyalty triggers the stimulus of the employees to sustain a path in their organisations.

Hirschman (1970) was one of the first theorists that shape the concept of loyalty to fit into an organizational context. Hirschman (1970, p. 77) defined loyalty as a "special attachment to an organization" Every loyal person is attached to an organisation with the mind-set to render extra efforts in giving all it takes in terms of capacity and strength in support of the organisation with zero consideration to leave (p. 83). Research has once proved that employees' loyalty is capable of strengthening positive outcomes in the organisation while the negative thought and action is decreased (Leck and Saunders, 1992). Similarly, Boroff and Lewin (1997) equally claim that a loyal employee under an unfavourable working situation will not see resignation as the next option, rather, they will stay back to suffer even in silence. Therefore, employees' loyalty is an important factor that helps to build sensitive and quality skilled labour in an organisation.

Masakure (2016) emphasised that employee's loyalty as a variable could be extensively difficult to define and measure. The authors' further state that employees' loyalty cannot be measured while it can only be inferred depending on the context it is studied. This surfaced as a result of its difficulties to determine how loyal an employee is to his/her organisation based on mere interview. According to Hajdin (2005), the employee's engagement in interview towards investigating their loyalty to organisation could prompt them to lie while observing them through an action research would help in fact discovery. Although, some authors (e.g. Adler & Adler, 1988; Alfes, Shantz & Truss, 2012; Flory, Bonet, Guillon & Cezanne, 2014) have claimed that employee's loyalty could be measurable with factors that can help to attain the reality. Flory, Bonet, Guillon and Cezanne (2014, p. 839) characterised these factors as "trust, identification, commitment, participation and attachment".

Adler and Adler (1988) has earlier grouped feeling of dependence, a strong desire for membership, tendency to share the duties, feeling of trust, voluntary alignment, and tendency to abide by the rules and regulations of an organization as factors that determines employees loyalty. Particularly, the trust between employees and their employers is likely to increase the mutual benefits of both parties such as well-being and performance improvement respectively (Alfes *et al*, 2012). A loyal employee would always brush aside his/her personal interest rather for the employers' interest to rule in the workplace (Nasiri *et al*, 2015). In a similar vein, this loyalty could lead to a manifestation that can prone the employee to stay longer and perform better beyond expectation. Therefore, every organization must pay ample attention to the loyalty of its employees to promote their domestic processes and well-being.

2.5 The Relationship between Inclusive Leadership, Employees' Voice and Employees' Loyalty

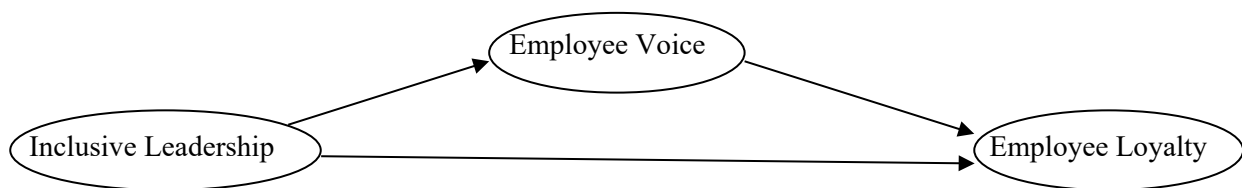
Having previously explained the overview of the concepts of inclusive leadership and employees' voice, it is equally important to examine the relationship between these variables and their effect on employees' loyalty. However, findings have proven that inclusive leadership and employees' voice are two inseparable concepts (see, Hafford-Letchfield, Lambley, Spolander & Cocker, 2014). The claim as emphasised by Ye, Wang and Guo (2019) was that both inclusive leadership and employees' voice are the key strategies that used for driving the organisation decision towards achieving its pre-determined goals. This is because leadership measures cut across various hierarchical levels in the organisation as individual heads or supervisors across various levels are included in the managerial panel where critical decisions that drive the organisation are been made (Choi, Tran & Kang, 2017). Wagner and Weitzel (2012) categorised these hierarchical levels into three namely; top management level, business level and operational level. Yan (2018) examine supervisor and subordinate congruence and employee voice behaviour with a mediating role of trust in supervisor. Using a sample of 221 employees in three selected China private companies. The study reveals that supervisor and subordinate congruence are positive under a relative effect with employees' promotive and prohibitive voice, while trust in supervisor partly mediated these congruencies.

The ability of the employees which could either be based on random selection or representative in the organisation and management decision has paved the way for the employees' voice to gain stand in the organisation decision. Therefore, the employees' voice is a subset of inclusive leadership when designing, implementing and evaluating goals and objective in an organisation. An instance of the study conducted by Qi and

Liu (2017) which examine inclusive leadership and its effect on employee voice while leveraging on caring ethical climate as a mediating role. The authors found that inclusive leadership was positively related to employee voice behaviour while caring ethical climate mediated the relationship.

However, Gotsis and Grimani (2016) posited that employees' voice is an offensive claim raised by a group of employees in an organisation. Such group voice occur when the top management placed limitation or restriction to the employees right before, during or after a panel, particularly, inclusive leadership in favour of a party over another. They use this joint voice as a protective measure where their right is strategically deprived under threat (Booyesen, 2014). Therefore, at the primary level, it is employees' voice while at the secondary level it became a reflection of employees' loyalty. This is depicted in *figure 1* below which reveals the model showing the relationship between inclusive leadership, employees' loyalty and the mediating roles of employees' voice.

Figure 1: The Relationship between Inclusive Leadership, Employees' Loyalty and the Mediating Roles of Employees' Voice



Source: *Framework Conceptualised by Researcher, 2021*

However, an employees' voice with the favourable outcome would result in employees' loyalty while unfavourable outcome would affect an organisation towards attaining an optimum level of employees' loyalty. This effect, in the long run, would reduce the employees' productivity, organisation profitability and poor market performance and

growth (Javed, Naqvi, Khan, Arjoon & Tayyeb, 2019). Based on this assertion, it is clear that employees' voice is not conclusively ended at inclusive leadership, rather, it is the employees' usual tool to protect their right and entitlement in an organisation. According to Ye *et al* (2019), an organisation with involvement strategy towards managing employees' resistance to change are likely to balance the congruence of employees' voice and their loyalty to their organisation. Meanwhile, inclusive leadership in this study context is equally defined as one of the elements of management involvement strategy. This emphasis was countered by Choi *et al* (2017), when the author claimed that employees' voice up to a certain extent is practically uncontrollable, rather, for inclusive leadership strategy as leverage in moderating the relationship towards shaping and structuring the system to gain employees' loyalty. Therefore, employees' loyalty in an organisation is as important as capital which can be used to address employees' voice and inclusive leadership in a various manner directly associated with organisation goal across social, cultural, political, environmental and business competitive context.

2.6 Theoretical Framework

A study focus on inclusive leadership and employee voice has attracted various theories while this study found those with social communication and exchanges more related. This is because of the fact, opinion and interaction behind the concepts in practical terms for study. Therefore, three theories such as Pygmalion theory, social information processing (SIP) theory and leader-member exchange theory were found suitable for this study while aligning one directly for the purpose of the study.

The first is *Pygmalion theory* as used by White and Locke (2000); and Karakowsky, DeGama and McBey (2012) which explains that “employees are not passive recipients of their employers' expectations but active agents who can determine whether they will

accept and internalize leaders' expectations". The assumption of this theory emphasized the specific interactions between the employees and their employers as regards the leadership inclusiveness. This emphasis takes less cognisance of the policy that guides the action and behaviour of the employees while leveraging on the social interactions that welcome the employees' voice in the policy design of the organisation. The Pygmalion theory found it fulfilling when the employees' idea or opinion is collected through interactions array with employers plan while battling critical matters that concern the parties in the organisation. The primary aim of this theory is to arrive at a self-fulfilling state where both the organisation expectation and performance are actualised (Ambady & Rosenthal, 1993).

In order words, an employee sense of fulfilment through their voice and organisation leadership will close the gap between employees' loyalty and their performance which Pygmalion theory refers to as 'internalization of leaders. A loyal employee would give it all to stay committed and productive to its organisation even when the satisfaction goal is not met in terms of reward and compensations. Pygmalion theory also corroborated with the notion that some certain important factors of loyalty apply to leadership especially when the stake of employers and their employees is unknown. These include employees' perceptions of their leaders such as attitude, trust and affection for their leaders. The measurement of these factors in inclusive leadership would bring employees interpretation and internalization of leader expectations to reality while determining the emergence of the Pygmalion effect. This theory notion is practically related to that of transformation leader who incorporates employees' characteristics in terms of value, belief and attitude to design the policy and roles that best suit the system. Many employees under this structure usually found transformation leader reliable with less cravenness to uphold their voice in critical organisation matters.

However, since the Pygmalion is placed on interaction there is a strong tendency that inclusive leadership can promote employees' voice behaviour by evoking the Pygmalion process via setting voice expectations as the foundation laid in transformation leadership to achieve employees' loyalty.

The second theory is *social information processing (SIP) theory* used by Burris (2012), which posited that "to avoid risks and achieve organizational goals, employees should rationally assess their work settings norms and overall atmosphere before taking action". Unlike Pygmalion theory with the assumption of normality across the organisation, SIP theory employed contingency to prove that some certain situation could justify the rationality and the consequence behind an intended action. An example of employees' voice proposition to question the reward system during COVID-19 pandemic could pose a risk to the relationship between the employees and their employers. Employees' voice behaviours are not always safe while some employers could deprive the voicers of positive rewards (Burris, 2012).

Therefore, SIP theory emphasised that it is important for the employees to apply empathy under every situation before raising voice behaviour in their organisation. Every resistance to change should be measure and evaluate through a social context before proceeding to action. A well-respected group voice through decency and empathy could signal a justifiable need for the employers to favourably respond and adhere by. Nevertheless, most employees also want to ensure that their behaviours are viable and legitimate in the given work setting (Grant, 2013). Therefore, a reached agreement through interactions and applicable contingency would corroborate the effectiveness of employees' voice to rationalise inclusive leadership of the employers in achieving organizational goals and objectives.

The third is *leader-member exchange (LMX) theory* used by Volmer, Spurk and Niessen (2012); and Herman, Huang and Lam (2013) which also provides an important theoretical lens on leaders' behaviour, which contributes to their followers' desired outcome. The theory reveals that the cordial relationship between the employees and their supervisors are capable of smoothing the system and as well access many benefits which continue to strengthen these relationships. LMX theory helps us to explain how inclusive leadership is associated with facilitating trust, respect, mutual obligation, and partnership between employer and employee, which ultimately contribute to enhancing the latter's well-being (Volmer *et al*, 2012; Herman *et al*, 2013). Also, it is important to note that both voice and interaction is existed in the relationship, most especially when it is being facilitated through social context.

LMX theory found suitability in terms of the agreement between employers and employees when it is fostered through relationship. In reality, people with good relationship tend to be closer with less conflict or disagreement. In other words, a good relationship between employer and employee would reduce the amount of disagreement between these parties, while boosting employees' loyalty, commitment and performance. The presence of a positive voice in the employer-employee relationship could automatically remove negative voice behaviour from the group of employees in an organisation. The parties tend to gain control over their assigned roles while maintaining identical balance through involvement strategy in the organisation policy design. Many employees in this kind of settings are prone to be satisfied with optimum loyalties to perform beyond expectation in a competitive goal race. This balance is the primary aims of LMX theory towards obliterating all negative factors that could hinder the strengths and goals of an organisation.

Also, the theory helps to explain how the relationship is built through inclusive leadership based on mutual learning and needs accommodations to promote employees' innovative behaviour (Graen & Uhl-Bien, 1991; Volmer *et al*, 2012; Herman *et al*, 2013).

2.7 Empirical Review

Several research studies have been carried out differently in the literature to investigate different outcomes under different study contexts. In this study, the related works on inclusive leadership, employees' loyalty and employees' voice were reviewed to compare and contrast the relevance of these variables and its possible outcomes. First among all was the study conducted by Liu, Song, Li and Liao (2017) on leaders' affective states and its influence on employees' voice. The authors used a sample 85 leader–employee to discover that leaders' affective relationship either positive or negative is significantly related to employees' voice behaviour, but neither emotional contagion nor signalling mechanisms explained this effect.

Similarly, Yan (2018) examine supervisor and subordinate congruence and employee voice behaviour with a mediating role of trust in supervisor. Using a sample of 221 employees in three selected China private companies. The study reveals that supervisor and subordinate congruence are positive under a relative effect with employees' promotive and prohibitive voice, while trust in supervisor partly mediated these congruences.

Further to this, Duan, Li, Xu and Wu (2017) also researched leadership and employee voice-related behaviour using Pygmalion theoretical mechanism. The adoption of longitudinal research survey has provided evidence which validates the existence of the theory that leaders' voice expectation, most especially, among the transformation leaders has a significant correlation with employees' voice behaviour. While in the long

run, such relationships were described as a mechanism that strengthens employees' personal identification with their leaders. According to Hu and Jiang (2018) in their study carried out to examine the employee voice and their oriented HRM behaviour on moral identity and trust in management. It was a quantitative research of 251 employee survey in China. The study used regression analysis to prove that trust in management, employee voice and their oriented HRM behaviour partially related to a high level of moral identity.

Also, Hsiung and Tsai (2017) analysed the moderating effect of group voice and power distance orientation on employee voice behaviour in Taiwan 305 real-estate sales agents and 66 workgroups. The study posited that power distance orientation and promotive voice are insignificantly related due to high negative mood and group voice climate, while the case of prohibitive voice was significant. Qi and Liu (2017) equally examine inclusive leadership and its effect on employee voice while leveraging on caring ethical climate as a mediating role. The authors found that inclusive leadership was positively related to employee voice behaviour while caring ethical climate mediated the relationship. Qi, Liu, Wei and Hu (2019) also emphasized similar inclusive leadership study, but this time on a dependent variable and its mediation such as employee innovative behaviour and perceived organizational support respectively. The study reveals that inclusive leadership and perceived organizational support are significantly related while employee innovative behaviour was partially mediated. Choi, Tran and Kang (2017) also found inclusive leadership positively related to employee well-being and innovative behaviour. This in their study conducted to examine inclusive leadership and employee well-being using 207 employees as a sample in 5 selected telecommunication companies in Vietnam. The study also found the mediating variable "role of person-job fit" positive.

CHAPTER THREE

METHODOLOGY

3.1 Overview

This chapter was structured to explain the method and suitable techniques utilized to respond to the study as linearly structured in the research questions. Also, the paradigm is directly focused on methodology, unlike ontology and epistemology as explained by Guba and Lincoln (1994) to discuss the specific techniques used in the study to determine the facts as coined in the research questions and hypothesis. These include the field queries by gathering information exploring survey from the target population at a particular period. According to Osuala (2002) in a methodology research study, the philosophy was to utilize a sample drawn from the population to provide a clearer insight to the issue under examination and the research study findings to generalize.

This is a quantitative study where all its related tools such as research approach, strategy, instrument and other statistical quantifying measures were adopted for discovering the study reality. These including the adoption of deductive research approach for measuring the research hypotheses to modify an already existing theory. Also, a descriptive research and cross-sectional survey were used as time horizon for data collection while the questionnaire was used as the only evaluated instrument for this study. The study population, sample size, sampling techniques, approaches to information analysis and others were used to structure this chapter. Also, a mini-pilot survey was carried out to quantify the adopted and adapted scales from past studies to validate the accuracy and consistency of the research questionnaire. The analytical process is primarily based on descriptive statistics where mean and standard deviations were used to determine the respondents' view on the research questions while the hypothesis was tested using multiple regression and Pearson correlation analysis. The

systematic sections of these research mythological approaches are subsequently explained below using Saunders, Lewis and Thornhill (2007) research union as a guide.

3.2 Research Philosophy

According to Saunders *et al* (2007), the research philosophy is divided into four different types, namely; positivism, realism, interpretivism and pragmatism. However, in recent studies, many researchers (i.e. Hamlin, 2015; Günbayi & Sorm, 2018; Gunbayi, 2020) have rounded it up to nine philosophies based on their persistence efforts to contribute to the body of knowledge, namely; positivism, realism, interpretivism, objectivism, subjectivism, pragmatism, functionalist, radical humanist and radical structuralist. All of these philosophies are adopted based on the structure through which its paradigm or methodology is fashioned. For instance, some researchers (i.e. Johnson & Onwuegbuzie, 2004; Sobh & Perry, 2006) has once emphasised that a positivism research philosophy is best suitable for quantitative study and interpretivism for qualitative study while mixed-study employed both philosophies. However, Głowska (2011) posited to this claim that the adoption of research philosophy does not automatically aligned to a specific research method, rather, it can be used interchangeably irrespective of the method or approach the study is based. That is, a quantitative method study could equally adopt an interpretivism research philosophy depending on the approach through which the study intended to discover its reality (Chappell, 2013). According to Bhattacharjee (2012), positivism claims take a position that a person can clear up reasoning about a phenomenon by integrating empirical observations with sensible thinking and uses techniques such as studies and gathered information on particular instruments that yield statistical information. This authors' claims is related to the intended purpose of this study. Where a positivism research philosophy is used for determining answers to the research questions and hypothesis.

3.3 Research Method

According to Saunders *et al* (2007), research methodological choice is sub categorised into three, namely, quantitative, qualitative and mixed-method which comprises of both quantitative and qualitative method. Saunders (2015) modified these methodological choices into three classes, namely; mono-method, multi-method and mixed-method. Also. Manzoor (2020) equally perceived the need to distinguish these methods irrespective of their simplicity or complexity. That is, a need to employ quantitative mono-method or qualitative mono-method, qual-quant or quant-qual multi-method and simple or complex mixed method. Therefore, to attain the previously mentioned goals revealed in the research philosophy section, this research study embraces a quantitative research method. The study adopted a quantitative method where all suitable techniques were equally employed to achieve the study plan.

3.4 Research Approach

According to Saunders *et al* (2007), the research approach is basically divided into two types, namely; deductive and inductive. However, many researchers have lately identified the third research approach called 'abductive' research approach in the literature. According to Shani, Coghlan and Alexander (2020), abductive research approach explains the combination of both inductive and deductive research approaches. Meanwhile, the adoption of these approaches varies regardless of the direction through which the study is channelled (Chappell, 2013). For instance, a quantitative study can be inductive while the qualitative study can be equally designed in deductive form depending on the context it is studied. But the most scholarly agreed notion is that a deductive research approach is mostly suitable for hypothetical modification of an existing theory in carrying out a quantitative study, while an inductive approach is better fit or match for theory building in a qualitative study

(Johnson & Onwuegbuzie, 2004; Morse, Niehaus, Wolfe & Wilkins, 2006; Armat, Assarroudi, Rad, Sharifi & Heydari, 2018). Therefore, based on the quantitative research method adopted and its suitability for study, a deductive research approach was used to draw hypothetical claims for the study in modifying an existing theory. This, however, would help the study to maintain a close-ended view of response from the respondents based on the research questions.

3.5 Research Strategy

A research strategy is “a general plan of how a researcher goes about answering the research questions” (Sobh & Perry, 2006). According to Saunders *et al* (2007), a research strategy is broadly divided into seven major forms, namely; experiment, survey, case-study, action research, grounded theory, ethnography and archival research. For this study, both case study and survey research strategies are employed. And where the case study strategy take a deep and critical view at Nigerian investment banking industry, the survey strategy adopts a descriptive design to investigate and describe the phenomenon of inclusive leadership and its effect on employee loyalty while leveraging on employee voice as a mediating variable. However, a survey strategy can be measured based on a specific time horizon as described by Saunders *et al* (2007) which comprises of the longitudinal or cross-sectional survey. Where a longitudinal survey is studied over a long period, a cross-sectional survey is studied and completed at a specific period (Saunders *et al*, 2007). Therefore, a descriptive research strategy was adopted for this study to explain the actual phenomenon of the study and its inter-relationships. This, however, was also based on a cross-sectional survey which deems to utilise data collected at a specific period. For these facts, the adopted strategies were most suitable for this research since the variables of the study are known, detailed and can be analyzed based on the information collected.

3.6 Area of Study

The focus of the study was directly placed on investigating the employees' perception of inclusive leadership in their organisation while at the same time examining their voice and loyalty in the organisation. Therefore, a practical reference of this study as revealed in the objectives was placed on First Marina Trust Limited with employees and management that are accessible for this study. This company is currently based in Nigeria with only two branches which serve as operation and head offices in Victoria Island and Oniru-Lekki respectively, in Lagos State, Nigeria. The employees of this organisation at their two branches are up for consideration regardless of their demographic variables such as gender, age, marital status, region, ethnicity, education background, among others. This was to ensure and maintain cultural diversity without any traces of biasedness among the employees of the organisation.

3.7 The Study Population, Sample Size and Sampling Technique

The study population comprises of employees working in the First Marina Trust Limited, Nigeria. The organisation has 2 offices in Lagos. One in Victoria Island (head office) and the other at Oniru-Lekki (Operation office) in Lagos State. Therefore, the total population of staff working in this organisation as at January 2020 was 149. It consists of 65 staff in the Head Office and 84 staff in the branch/operation office. The 65 staff working in the head office comprise of 17 senior staff, 25 management staff, 16 junior staff and 7 contract staff. While the 84 staff working in the branch/operation office comprise of 12 senior staff, 24 management staff, 22 junior staff and 26 contract staff. And due to the small sample of this population, the entire population would be considered for study using a stratified sampling technique for distribution. The procedure for the strata in the stratified sampling was revealed in *table 1* below.

Table 1: Stratified Sampling of First Marina Trust Employee

S/N	Company Offices	Company Employees				Population	Sample
		Senior Staff	Mgt Staff	Junior Staff	Contract Staff		
1	Head Office	17	25	16	7	65	65
2	Operation Office	12	24	22	26	84	84
	Total Sample	29	49	38	33	149	149

Source: First Marina Trust Company Profile, 2021

3.8 Instrumentation

A research instrument is an applied mechanism visible or invisible available for data collection under the research question (Dixon-Ogbechi, 2002). The source of data collection in research differ depending on the objective of the researcher. Therefore, in this study, primary data was employed as the major evaluated instrument for data analysis. However, based on the quantitative research employed for this study, a questionnaire was used as the most suitable instrument for data collection. Also, the questionnaire content was structured with close-ended questions for the study. This method of data collection was employed due to its simplicity and numerical or quantifiable feedbacks towards actualizing the quantitative objectives of the study.

The questionnaire consists of three sections, namely; introduction, socio-demographic and research questions. The first section introduces the respondents to the intended purpose of the research while assuring the confidentiality of their response anonymously. The second section entails the socio-demographic variables which cover the respondents' gender, age, educational background, work position, income, among others. While the third section highlights the adapted scales measurement irrespective of the research questions. The scale measure was designed under the five Likert scale such as Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. All of

these scales were tactically shortened as SA, A, U, D and SD respectively in order to fit into the coding sheet. More so, a mini-pilot survey of 20 samples was carried out to authenticate the validity and reliability of the questionnaire using the Cronbach Alpha statistical coefficient as an analytical measure for evaluation. According to Pallant (2007), a reliability coefficient value is consistent when it is 0.7 or greater than 0.7 while a coefficient value below 0.7 is considered weak and inconsistent. Therefore, the study ensured that the adopted scales were consistent with the coefficient value of 0.7 and above. Also, the validity measures were designed based on face, content, criterion and construct validity to certify the accuracy of the scales in the questionnaire. This was done by presenting the questionnaire to my supervisor and other research academia to view, comment and make an amendment as suggested. And due to the constraint attached to the study location, an online survey was used to design and channel the questionnaire to its respondents in Nigeria. This medium is easy, fast and less time consuming (Saunders et al, 2007).

3.9 Methods of Data Analysis

The collected data from the field of the survey also regarded as post-field data were gathered, serially arranged, coded and inputted appropriately into the Statistical Package for Social Science (SPSS) for analysis. Also, the analysis was done under different stages towards capturing different objectives. The first stage was where the data collected on the respondents' socio-demographic variables were analysed while the second stage entails the analysis of the questionnaire content according to the research questions. For the first and second stages (i.e. socio-demographic and research questions), a descriptive statistic such as frequency distribution, percentage counts, mean and standard deviations were used for the analysis, while the hypothesis was tested using multiple regression and Pearson correlation analysis.

3.10 Ethical Consideration

The purpose of the study was made clear to all the management of First Marina Trust Limited in Lagos State. The study did not request any identifiable information from the subject to maintain confidentiality. Also, consent was obtained from the Department of Industrial Psychology before conducting the study. And the research content was utmost original with no trace of plagiarism while the results were made accessible to interested stakeholders.

CHAPTER FOUR

RESEARCH ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents the analysis of the primary data collected through the questionnaire from the members of staff of First Marina Trust Limited, Nigeria. The research questions are expected to have covered the examination of inclusive leadership effect on employee loyalty while leveraging on employee voice as a mediating variable. More so, the numerical data collected was to fit into the quantitative plan of the study which was arranged in codes for statistical analysis. The Statistical Package for the Social Sciences also known as SPSS software was used to interpret and analyse the codes as numeric data representative. However, the analysis sections are sub-divided into three, namely, analysis of socio-demographic data, analysis of research questions data and analysis of research hypothetical statements. These three sections are analysed using three different statistical packages in the SPSS.

The first, socio-demographic data is analysed using frequency distributions of the descriptive statistic. The second analysis of research questions also analysed with descriptive statistic but this time using mean and standard deviation based on a scale of five (i.e. 5 – average 2.5) ranging from strongly agree, agree, undecided, disagree and strongly disagree. And lastly, the research hypothetical statements are analysed using inferential statistics such as Pearson correlation and multiple regression statistics in measuring relationship and effect between two or more variables respectively. The data retrieved on socio-demographic factors covers five questions such as sex, age, marital status, educational background and employment status. While the research questions cover fifteen (15) which represent five (5) each under each variable, namely; inclusive leadership, employees' voice and employees' loyalty. The compiled average of these variables' data was used as the sole measure for hypothesis testing.

4.2 Analysis of Post-Field Response in the Questionnaire

The survey exercise was carried out through Survey Monkey an online questionnaire distribution platform to reach the members of staff of First Marina Trust Limited in Nigeria. And due to some constraints attached to the survey time horizon (i.e. cross-sectional) and poor attitude displayed by some respondents, the total numbers of sample planned for distribution was 149 out of which 119 responses were retrieved. Also, among the 119 responses, one was submitted blank and incomplete which resulted in 118 total valid responses from the field. This amounted into a 79.2% response rate from the respondents of First Marina Trust Limited, Nigeria.

4.3 Interpretation of Codes

Before proceeding to the analysis, this section presents the codes used in the SPSS to interpret the response variables on both socio-demographic factors and research questions as presented respectively in table 2 and table 3 below.

Table 2: Codes for Demographic Data

Sex	Codes	Age (Years)	Codes	Marital Status	Codes	Educational Background	Codes	Employment Status	Codes
Male	1	16-19 years	1	Married	1	O'level/ Diploma	1	Senior Staff	1
Female	2	20-29 years	2	Single	2	OND/NCE	2	Management Staff	2
		30-39 years	3	Divorced	3	BSc/HND	3	Junior Staff	3
		40-49 years	4			BSc/MBA	4	Contract Staff	4
		50 years & above	5						

Source: Developed by Author, 2021

Table 3: Codes for Research Questions Data

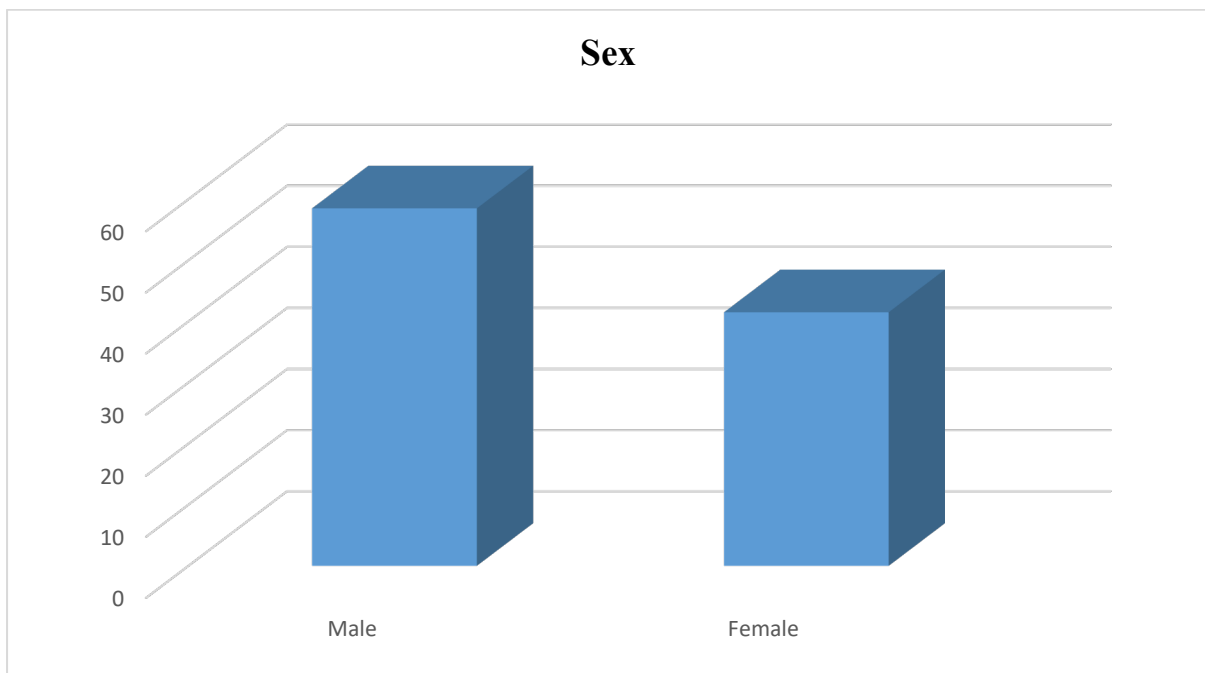
Response	Codes	Mean Grade-Score Category
Strongly Agree	5	5.00 - 4.45
Agree	4	4.44 - 3.45
Undecided	3	3.44 - 2.45
Disagree	2	2.44 - 1.45
Strongly Disagree	1	1.45 Below

Source: Developed by Author, 2021

4.4 Analysis of Socio-Demographic Characteristics of the Respondents

4.4.1 Distribution of the Respondents According to their Sex

Figure 2: Column Chart for Sex Distributions



Source: Survey, 2021

Table 4: Frequency of Data for Sex Distributions

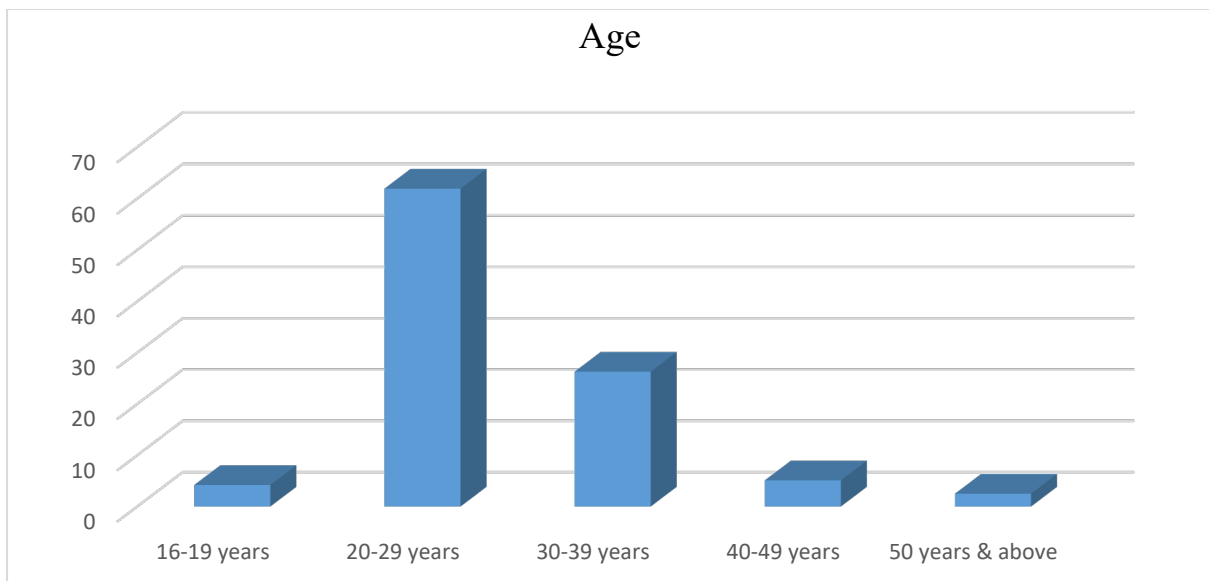
Response Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Male	69	58.5	58.5	58.5
Valid Female	49	41.5	41.5	100.0
Total	118	100.0	100.0	

Source: Survey, 2021

Figure 2 and table 4 above shows the sex distributions of the respondents as members of staff of First Marina Trust Limited, Nigeria. The survey recorded the total participation of 69 male and 49 female which resulted in 58.5% and 41.5% respectively. On this note, the study could be said to be gender balance without any biasedness.

4.4.2 Distribution of the Respondents According to their Age

Figure 3: Column Chart for Age Distributions



Source: Survey, 2021

Table 5: Frequency of Data for Age Distributions

Response Variables	Frequency	Percent	Valid Percent	Cumulative Percent
16-19 years	5	4.2	4.2	4.2
20-29 years	73	61.9	61.9	66.1
30-39 years	31	26.3	26.3	92.4
40-49 years	6	5.1	5.1	97.5
50 years & above	3	2.5	2.5	100.0
Total	118	100.0	100.0	

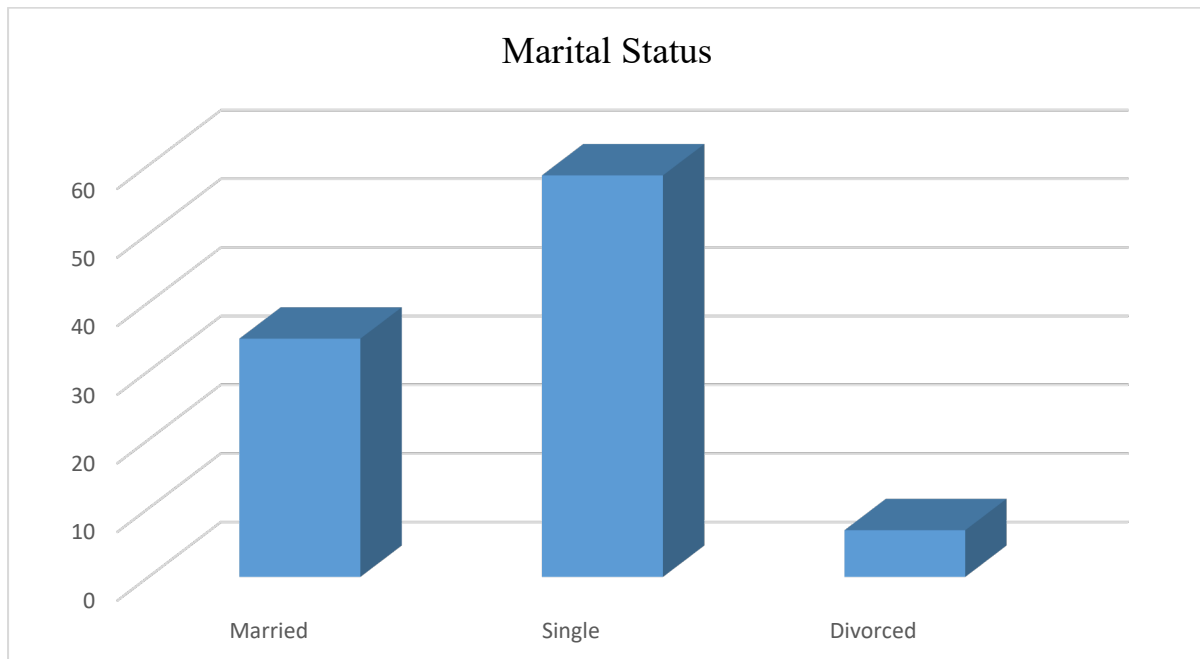
Source: Survey, 2021

Figure 3 and table 5 above shows the age distributions of the respondents as members of staff of First Marina Trust Limited, Nigeria. The survey recorded 4.2% of the respondents between the ages of 16-19 years, 61.9% of the respondents between the ages of 20-29 years, 26.3% of

the respondents between the ages of 30-39 years, 5.1% of the respondents between the ages of 40-49 years and 2.5% of the respondents between the ages of 50 years and above. Based on this result, it can be inferred that the majority of the respondents belong to the active age of 20 to 39 years.

4.4.3 Distribution of the Respondents According to their Marital Status

Figure 4: Column Chart for Marital Distributions



Source: Survey, 2021

Table 6: Frequency of Data for Marital Distributions

Response Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	41	34.7	34.7	34.7
Valid Single	69	58.5	58.5	93.2
Valid Divorced	8	6.8	6.8	100.0
Total	118	100.0	100.0	

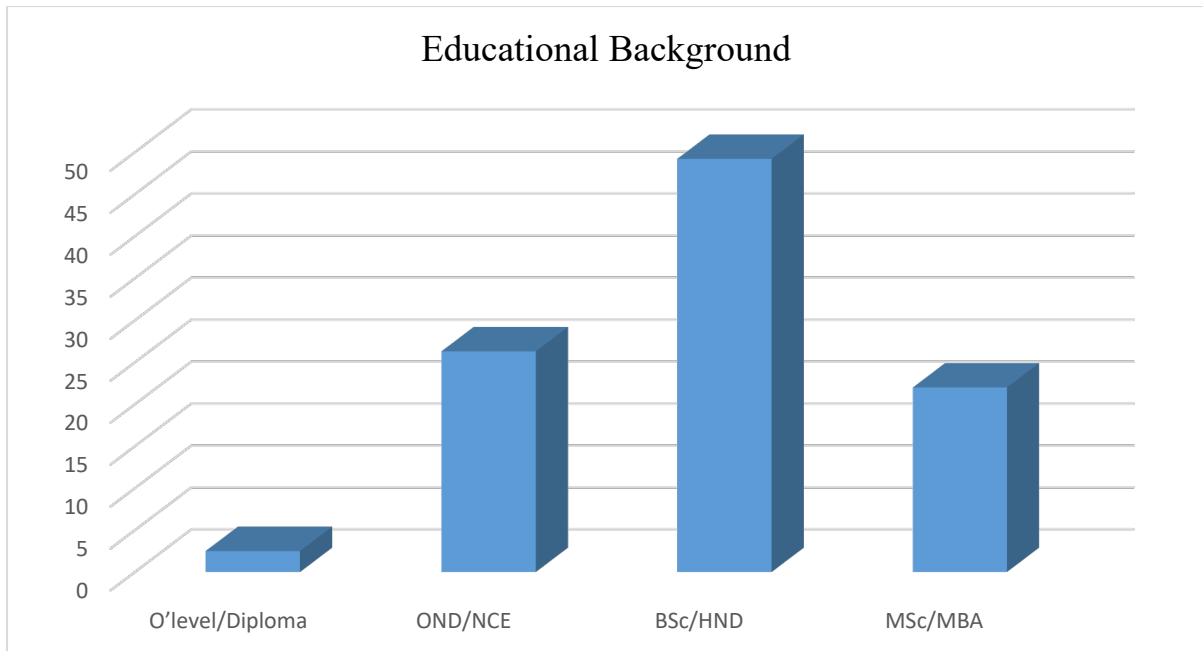
Source: Survey, 2021

Figure 4 and table 6 above shows the marital distributions of the respondents as members of staff of First Marina Trust Limited, Nigeria. The survey recorded the total participation of 41

married men and women, 69 singles and 8 divorcees which resulted in 34.7%, 58.5% and 6.8% respectively. Based on this result, it can be inferred that the majority of the respondents were single.

4.4.4 Distribution of the Respondents According to their Educational Background

Figure 5: Column Chart for Education Distributions



Source: Survey, 2021

Table 7: Frequency of Data for Education Distributions

Response Variables	Frequency	Percent	Valid Percent	Cumulative Percent
O'level/Diploma	3	2.5	2.5	2.5
OND/NCE	31	26.3	26.3	28.8
Valid BSc/HND	58	49.2	49.2	78.0
MSc/MBA	26	22.0	22.0	100.0
Total	118	100.0	100.0	

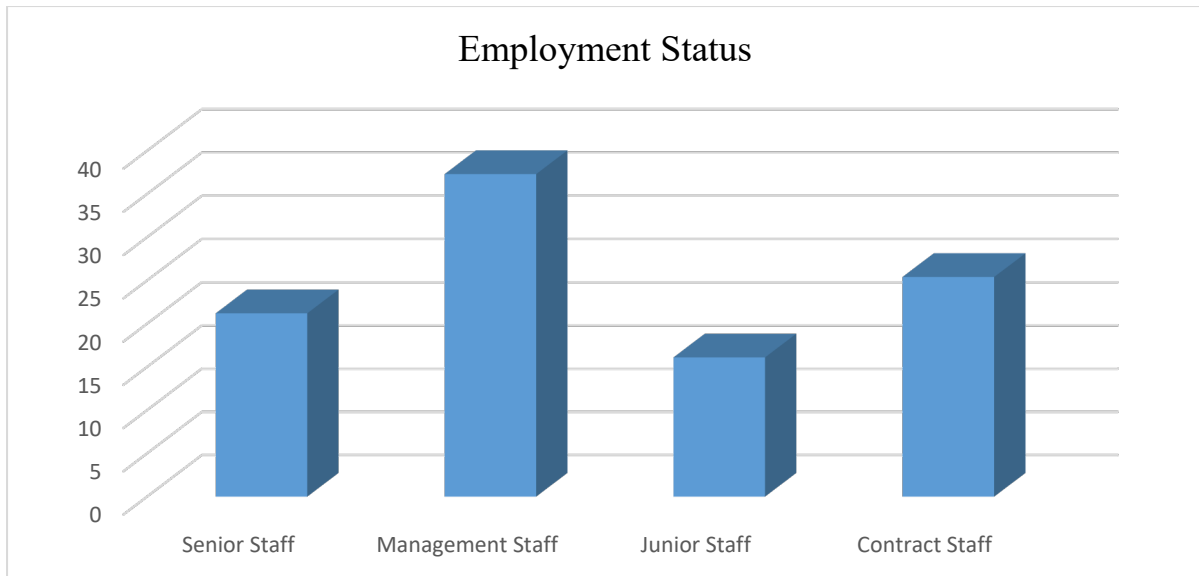
Source: Survey, 2021

Figure 5 and table 7 above shows the education distributions of the respondents as members of staff of First Marina Trust Limited, Nigeria. And out of the total respondents, 2.5% were O'level/Diploma certificate holders, 26.3% were OND/NCE certificate holders, 49.2% were

BSc/HND certificate holders, while 22% were MSc/MBA certificate holders. Based on this result, it can be inferred that the majority of the respondents were educated to understand the relevance and importance of this study to practice.

4.4.5 Distribution of the Respondents According to their Employment Status

Figure 6: Column Chart for Employment Status Distributions



Source: Survey, 2021

Table 8: Frequency of Data for Employment Status Distributions

Response Variables	Frequency	Percent	Valid Percent	Cumulative Percent
Senior Staff	25	21.2	21.2	21.2
Management Staff	44	37.3	37.3	58.5
Valid Junior Staff	19	16.1	16.1	74.6
Contract Staff	30	25.4	25.4	100.0
Total	118	100.0	100.0	

Source: Survey, 2021

Figure 6 and table 8 above shows the distributions according to the employment status of the respondents as members of staff of First Marina Trust Limited, Nigeria. Among the total study participants, 21.2% were senior members of staff, 37.3% were management members of staff,

16.1% were junior members of staff, while 25.4% were contract members of staff. Therefore, the majority among the study participants were management staff followed by contract staff, senior staff and then junior staff as the least.

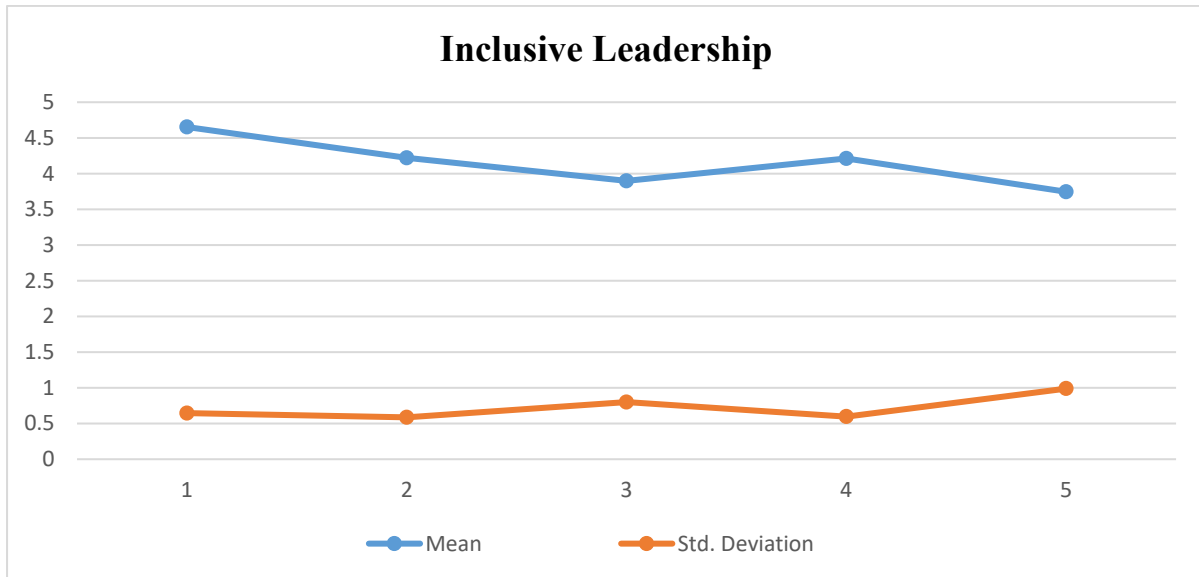
4.5 Analysis of Research Questions Using Mean and Standard Deviation of Descriptive Statistics

This section consists of the analysis of the research questions on the variables of the study such as inclusive leadership, employees' voice and employees' loyalty using descriptive statistics, specifically, means and standard deviations. The mean score ranges on a scale of 5 to 1. The average' (i.e. 2.5) either above or below determines the positive and negative response of the participants respectively. The justification for this decision is highlighted below:

5.00 - 4.45	=	Strongly agree
4.44 - 3.45	=	Agree
3.44 - 2.45	=	Undecided
2.44 - 1.45	=	Disagree
1.45 Below	=	Strongly Disagree

4.5.1 Analysis of Inclusive Leadership Data

Figure 7: Line Chart Showing Respondents View on Inclusive Leadership



Source: Survey, 2021

Table 9: Mean and Standard Deviation of Items on Inclusive Leadership

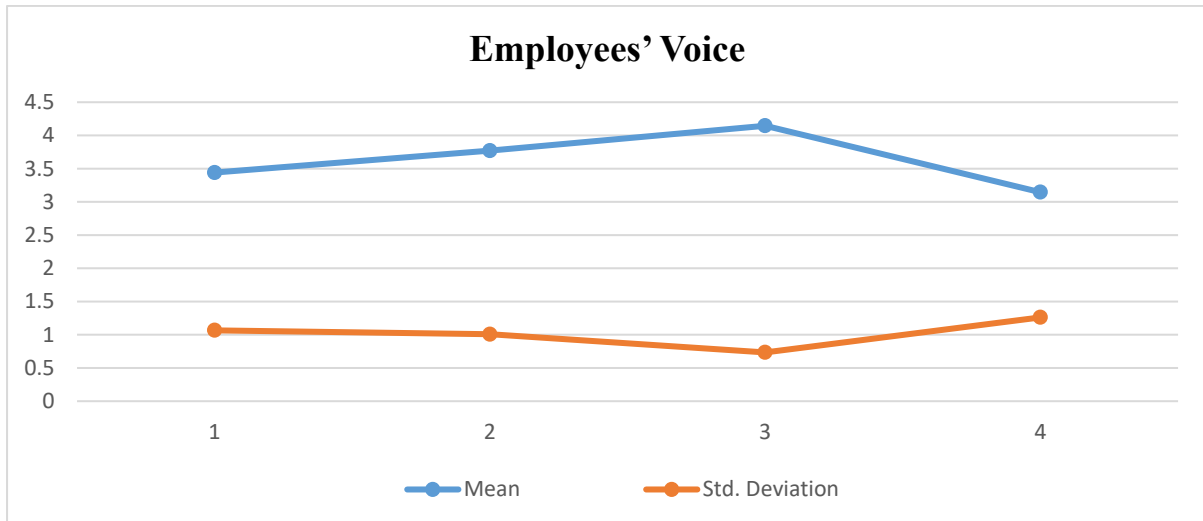
S/N	Response Variables	N	Mean	Std. Deviation
1	My manager is open to hearing new ideas	118	4.6525	.64553
2	My manager is attentive to new work processes	118	4.2203	.58668
3	My manager is ready to listen to my requests	118	3.8983	.79946
4	My manager is readily available for the team on work-related problems	118	4.2119	.59703
5	I have direct access to my manager in discussing emerging issues	118	3.7458	.98871

Source: Survey, 2021

Figure 7 and table 9 above shows the respondents' view on inclusive leadership in First Marina Trust Limited, Nigeria. The respondents agreed on the views that their manager is; open to hearing new ideas, attentive to new work processes, ready to listen to requests; readily available for the team on work-related problems; and directly accessible to discuss emerging issues. This shows the positive effect of inclusive leadership in First Marina Trust Limited in Nigeria. This is justified with the means of 4.65, 4.22, 3.90, 4.21, 3.74 and its corresponding standard deviations of 0.64, 0.59, 0.80, 0.60 and 0.99 respectively.

4.5.2 Analysis of Employees' Voice Data

Figure 8: Line Chart Showing Respondents View on Employees' Voice



Source: Survey, 2021

Table 10: Mean and Standard Deviation of Items on Employees' Voice

S/N	Response Variables	N	Mean	Std. Deviation
1	My manager always honours my recommendation related to work improvement.	118	3.4407	1.06653
2	I am encouraged to speak on problem-solving matters in my workplace.	118	3.7712	1.00776
3	My manager respects our individual opinion in the workplace.	117	4.1453	.73420
4	I am involved in issues that affect the quality of work-life in my workplace	117	3.1453	1.26126
5	I speak up to my supervisor on changes in work procedures	117	4.1453	.83320

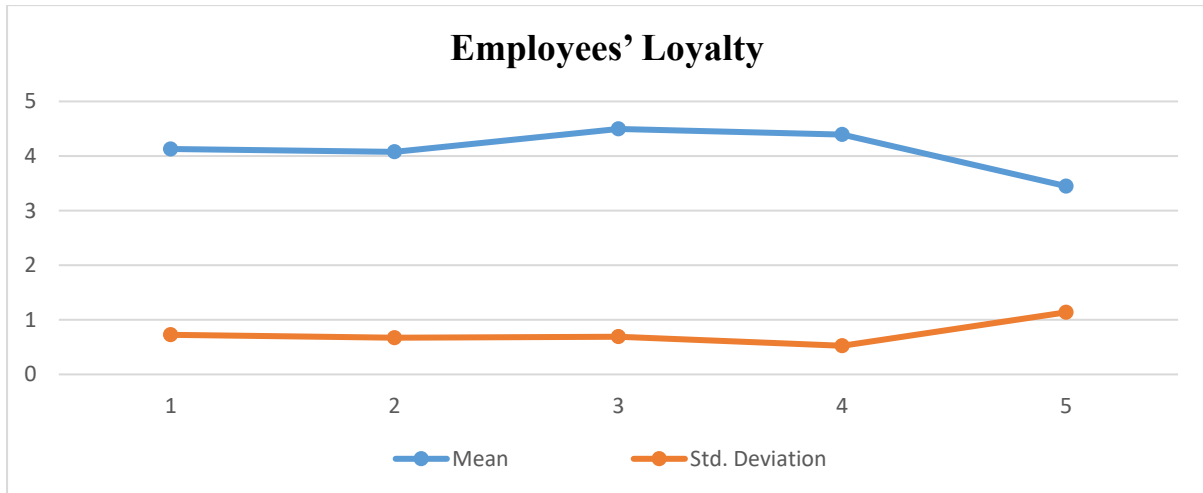
Source: Survey, 2021

The figure 8 and table 10 above shows the respondents' view on employees' voice in First Marina Trust Limited, Nigeria. The respondents agreed they have the encouragement to speak on problem-solving matters in the workplace; their manager respects the individual opinion in the workplace; and are allowed to speak up to their supervisor on changes in work procedures. Also, the respondents were neutral on the views that their manager always honours their recommendation related to work improvement; and the views on their involvement on issues that affect the quality of work-life in the workplace. This shows a positive effect of employees'

voice in First Marina Trust Limited in Nigeria. This is justified with the means of 3.77, 4.14, 4.14, 3.44, 3.14 and its corresponding standard deviations of 1.01, 0.73, 0.83, 1.07 and 1.26 respectively.

4.5.3 Analysis of Employees' Loyalty Data

Figure 9: Line Chart Showing Respondents View on Employees' Loyalty



Source: Survey, 2021

Table 11: Mean and Standard Deviation of Items on Employees' Loyalty

S/N	Response Variables	N	Mean	Std. Deviation
1	I have a good sense of belongingness to my organization	117	4.1282	.72562
2	I have the tendency to do more work	117	4.0769	.67151
3	I can be relied on to properly do my assigned tasks	117	4.4957	.69013
4	I have a high degree of dutifulness	117	4.3932	.52452
5	I have the tendency to remain in the job	116	3.4483	1.13708

Source: Survey, 2021

Figure 9 and table 11 above shows the respondents' view on employees' loyalty in First Marina Trust Limited, Nigeria. The respondents agreed they; have a good sense of belongingness to my organization, have the tendency to do more work, can be relied on to properly accomplish assigned tasks, have a high degree of dutifulness and have the tendency to remain in the job. This shows a positive effect of employees' loyalty in First Marina Trust Limited in Nigeria.

This is justified with the means of 4.13, 4.08, 4.50, 4.40, 3.45 and its corresponding standard deviations of 0.72, 0.67, 0.70, 0.52 and 1.14 respectively.

4.6 Test of Hypotheses

In this section, the four hypotheses statements are tested to prove if the findings of this research work are statistically significant and are unlikely to have occurred by chance alone. However, regarding the study's objective towards examining the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable in an organisation, both Pearson correlation and multiple regression analysis were used to analyse the hypothetical statements in determining whether to accept or reject the statements, that is, null (H_0) or alternative (H_1).

4.6.1 Test of Hypothesis One

H₀: Inclusive leadership has no significant effect on employees' loyalty in First Marina Trust Limited.

H₁: Inclusive leadership has a significant effect on employees' loyalty in First Marina Trust Limited.

To test this hypothesis, the data gotten from the first research question was used, which stated that "to what extent does inclusive leadership affect employees' loyalty in First Marina Trust Limited?" This research question was further broken down into 5 inclusive leadership questions in the questionnaire as highlighted below:

- a) *My manager is open to hearing new ideas*
- b) *My manager is attentive to new work processes*
- c) *My manager is ready to listen to my requests*
- d) *My manager is readily available for the team on work-related problems*
- e) *I have direct access to my manager in discussing emerging issues*

In conjunction with the following 5 questions of employees' loyalty as a dependent variable in the questionnaire for analysis.

As an employee of First Marina Trust Limited:

- a) *I have a good sense of belongingness to my organization*
- b) *I have the tendency to do more work*
- c) *I can be relied on to properly do my assigned tasks*
- d) *I have a high degree of dutifulness*
- e) *I have the tendency to remain in the job*

Table 12: Multiple Regression Analysis in Testing Hypothesis One

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 ^a	.941	.941	.09871

a. Predictors: (Constant), Inclusive Leadership

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.992	1	17.992	1846.452	.000 ^b
	Residual	1.121	115	.010		
	Total	19.113	116			

a. Dependent Variable: Employees' Loyalty

b. Predictors: (Constant), Inclusive Leadership

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.252	.090		2.796	.006
	Inclusive Leadership	.928	.022	.970	42.970	.000

a. Dependent Variable: Employees' Loyalty

The above regression tables reveal the test of hypothesis one on inclusive leadership and employees' loyalty in First Marina Trust Limited. The table reveals that there is a high level of fitness at R-value of 0.970^a, R² of 0.941 and F-value of 1846.452. The R² of 0.941 connotes that about 94.1% of the variation in the employees' loyalty in First Marina Trust Limited can be explained by inclusive leadership while 5.9% remains unexplained by the regression model. However, the R-value of 0.970^a in the table indicates that a strong and positive relationship exists between the two variables (i.e. inclusive leadership and employees' loyalty), which also helps to confirm the correlation results of the hypothesis. Since the F-sig. (p-value) of .000^b is less than α (0.05), hence, there exists a significant effect of inclusive leadership on employees' loyalty, as the null hypothesis previously stated that inclusive leadership has no significant effect on employees' loyalty in First Marina Trust Limited is hereby rejected.

4.6.2 Test of Hypothesis Two

H₀: Inclusive leadership and employee's voice are not significantly related in First Marina Trust Limited.

H₁: Inclusive leadership and employee's voice are significantly related in First Marina Trust Limited.

To test this hypothesis, the data gotten from the second research question was used, which stated that "what is the relationship between inclusive leadership and employee's voice in First Marina Trust Limited?" This research question was further broken down into 5 inclusive leadership questions in the questionnaire as highlighted below:

- f) My manager is open to hearing new ideas*
- g) My manager is attentive to new work processes*
- h) My manager is ready to listen to my requests*

- i) *My manager is readily available for the team on work-related problems*
- j) *I have direct access to my manager in discussing emerging issues*

In conjunction with the following 5 questions of employees’ voice as a dependent variable in the questionnaire for analysis.

- a) *My manager always honours my recommendation related to work improvement.*
- b) *I am encouraged to speak on problem-solving matters in my workplace.*
- c) *My manager respects our individual opinion in the workplace.*
- d) *I am involved in issues that affect the quality of work-life in my workplace*
- e) *I speak up to my supervisor on changes in work procedures*

Table 13: Pearson Correlation Analysis in Testing Hypothesis Two

		Correlations	
		Inclusive Leadership	Employees’ Voice
Inclusive Leadership	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	118	118
Employees’ Voice	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	118	118

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

The table 13 above shows the result of the second hypothesis on inclusive leadership and employees’ voice in First Marina Trust Company. However, the relationship between the two variables produced a positive correlation coefficient of 0.983** which depicts a strong and positive correlation between the two variables (i.e. inclusive leadership and employees’ voice). Also, the two-tailed tests conducted to check for the significance level of the value of correlation coefficient yields a P-value of 0.000 which was significant at 0.05 levels. Therefore, the hypothesis that inclusive leadership and employee’s voice are not significantly related in First Marina Trust Limited was

rejected, as the result implies that both inclusive leadership and employees' voice in First Marina Trust Limited are significantly related.

4.6.3 Test of Hypothesis Three

H₀: Employee voice has no significant effect on employee's loyalty in First Marina Trust Limited.

H₁: Employee voice has a significant effect on employee's loyalty in First Marina Trust Limited.

To test this hypothesis, the data gotten from the third research question was used, which stated that "to what extent does employee voice affects employee loyalty in First Marina Trust Limited?" This research question was further broken down into 5 employees' voice questions in the questionnaire as highlighted below:

- a) *My manager always honours my recommendation related to work improvement.*
- b) *I am encouraged to speak on problem-solving matters in my workplace.*
- c) *My manager respects our individual opinion in the workplace.*
- d) *I am involved in issues that affect the quality of work-life in my workplace*
- e) *I speak up to my supervisor on changes in work procedures*

In conjunction with the following 5 questions of employees' loyalty as a dependent variable in the questionnaire for analysis.

As an employee of First Marina Trust Limited:

- a) *I have a good sense of belongingness to my organization*
- b) *I have the tendency to do more work*
- c) *I can be relied on to properly do my assigned tasks*
- d) *I have a high degree of dutifulness*
- e) *I have the tendency to remain in the job*

Table 14: Multiple Regression Analysis in Testing Hypothesis Three

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.979 ^a	.959	.958	.08302

a. Predictors: (Constant), Employees' Voice

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.320	1	18.320	2657.923	.000 ^b
	Residual	.793	115	.007		
	Total	19.113	116			

a. Dependent Variable: Employees' Loyalty

b. Predictors: (Constant), Employees' Voice

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.594	.049		32.288	.000
	Employees' Voice	.672	.013	.979	51.555	.000

a. Dependent Variable: Employees' Loyalty

The above regression tables reveal the test of hypothesis three on employees' voice and employees' loyalty in First Marina Trust Limited. The table reveals that there is a high level of fitness at R-value of 0.979^a, R² of 0.959 and F-value of 2657.923. The R² of 0.959 connotes that about 95.9% of the variation in the employees' loyalty in First Marina Trust Limited can be explained by employees' voice while 4.1% remains unexplained by the regression model. However, the R-value of 0.979^a in the table indicates that a strong and positive relationship exists between the two variables (i.e. employees' voice and employees' loyalty), which also helps to confirm the correlation results of the hypothesis. Since the F-sig. (p-value) of .000^b is less than α (0.05), hence, there exists a significant effect of employees' voice on employees' loyalty, as the null

hypothesis previously stated that employee voice has no significant effect on employee's loyalty in First Marina Trust Limited is hereby rejected.

4.6.4 Test of Hypothesis Four

H₀: There is no specific relationship between employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited

H₁: There are relationships between employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited

To test this hypothesis, the data gotten from the fourth research question was used, which stated that "how does employees' voice mediate the relationship between inclusive leadership and employee loyalty in First Marina Trust Limited?" This research question was further broken down into 15 questions in the questionnaire as highlighted below:

Employees' Voice

- a) *My manager always honours my recommendation related to work improvement.*
- b) *I am encouraged to speak on problem-solving matters in my workplace.*
- c) *My manager respects our individual opinion in the workplace.*
- d) *I am involved in issues that affect the quality of work-life in my workplace*
- e) *I speak up to my supervisor on changes in work procedures*

Inclusive Leadership

- a) *My manager is open to hearing new ideas*
- b) *My manager is attentive to new work processes*
- c) *My manager is ready to listen to my requests*
- d) *My manager is readily available for the team on work-related problems*
- e) *I have direct access to my manager in discussing emerging issues*

Employees' Loyalty

As an employee of First Marina Trust Limited:

- a) *I have a good sense of belongingness to my organization*
- b) *I have the tendency to do more work*

- c) *I can be relied on to properly do my assigned tasks*
- d) *I have a high degree of dutifulness*
- e) *I have the tendency to remain in the job*

Table 15: Pearson Correlation Analysis in Testing Hypothesis Four

		Correlations		
		Employees' Voice	Inclusive Leadership	Employees' Loyalty
Employees' Voice	Pearson Correlation	1	.983**	.979**
	Sig. (2-tailed)		.000	.000
	N	118	118	117
Inclusive Leadership	Pearson Correlation	.983**	1	.970**
	Sig. (2-tailed)	.000		.000
	N	118	118	117
Employees' Loyalty	Pearson Correlation	.979**	.970**	1
	Sig. (2-tailed)	.000	.000	
	N	117	117	117

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

The table 15 above shows the result of the second hypothesis on employees' voice, inclusive leadership and employees' loyalty in First Marina Trust Company. However, the relationship between the three variables produced a positive correlation coefficient of 0.983**, 0.979** and 0.970** which depicts a strong and positive correlation between the three variables that is employees' voice and inclusive leadership, employees' voice and employees' loyalty, inclusive leadership and employees' loyalty respectively. Also, the two-tailed tests conducted to check for the significance level of the value of correlation coefficient yields a P-value of 0.000 which was significant at 0.05 levels. Therefore, the hypothesis that there is no specific relationship between employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited was rejected, as the result implies that employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited are significantly related.

4.7 Discussion of Findings

With regards to the first hypothesis which stated that inclusive leadership has no significant effect on employees' loyalty in First Marina Trust Limited, the study discovered using multiple regression analysis to found that a significant effect exists between inclusive leadership and employees' loyalty. This result is similar to the findings of Qi, Liu, Wei and Hu (2019) which emphasized that inclusive leadership and perceived organizational support are significantly related while employee innovative behaviour and loyalty are partially mediated.

Also, the second hypothesis which stated that inclusive leadership and employee's voice are not significantly related in First Marina Trust Limited, the study discovered using Pearson correlation analysis to found that both inclusive leadership and employees' voice in First Marina Trust Limited are significantly related. This result is in line with the findings of Liu, Song, Li and Liao (2017) which reveals that leaders' affective relationship either positive or negative is significantly related to employees' voice behaviour, but neither emotional contagion nor signalling mechanisms explained this effect.

Furthermore, concerning the third hypothesis which stated that employee voice has no significant effect on employee's loyalty in First Marina Trust Limited, the study discovered using multiple regression analysis to found that a significant effect exists between employees' voice and employees' loyalty. This result is corroborated with the work of Jiang (2018) which portrayed that trust in management, employee voice and their oriented HRM behaviour partially related to a high level of moral identity.

Finally, as touching the fourth hypothesis which stated that there is no specific relationship between employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited, the study discovered using Pearson correlation analysis to

found that employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited are significantly related. This result is similar to the findings of Duan, Li, Xu and Wu (2017) which stated that leaders' voice expectation, most especially, among the transformation leaders has a significant correlation with employees' voice behaviour. While in the long run, such relationships were described as a mechanism that strengthens employees' personal identification and loyalty to their leaders.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This is the last chapter of this research where the summary of findings, conclusions, recommendations and suggestions for further studies were drawn. The primary focus of the study was to examine the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable in First Marina Trust Limited. Also, the conclusive remarks on recommendations and suggestions were based on the gaps, findings and the methodology used in this research to discover answers to the research questions.

5.2 Summary of Findings

The findings presented in the previous chapter were based on the research questions stated for the study and the results of the hypotheses tested at the end of the data analysis. The first research question examined the effect of inclusive leadership on employees' loyalty in First Marina Trust Limited. In view of this, the study found that a significant effect exists between inclusive leadership and employees' loyalty. Also, the second research question was coined to determine the relationship between inclusive leadership and employees' voice in First Marina Trust Limited. In pursuance of this research question, it was discovered that both inclusive leadership and employees' voice in First Marina Trust Limited is significantly related.

The third research question identifies the effect of employees' voice on their loyalty in the First Marina Trust Limited. In place of this research question, the study found that a significant effect exists between employees' voice and employees' loyalty. Predicated to the fourth research question which was coined to investigate the mediation of

employees' voice on inclusive leadership and employees' loyalty in First Marina Trust Limited. In carrying out this research question, the study found that employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited are significantly related. The implication of these findings to this study fulfilled the primary intention of this research towards investigating the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable in First Marina Trust Limited. The scientific and systematic process of this research has also been fulfilled through a collective means such as empirical investigation, theoretical investigation and collection of primary data to determine the linkages between the variables.

5.3 Conclusion

Based on the outcome of the test of hypothesis one, this study had thus provided empirical evidence to show that inclusive leadership has a significant effect on employees' loyalty. This is because inclusive leadership in the organisation is a strategy and opportunity for the management to gather feedback through openness, voice taking and interaction on ground burning issues that could hinder the success of the organisation in the competitive business environment. Also, predicated on the outcome of the test of hypothesis two, it can be concluded that both inclusive leadership and employees' voice in First Marina Trust Limited is significantly related. This is because inclusive leadership and employees' voice are two inseparable concepts. Furthermore, based on the outcome of hypothesis three, one can conclude that employees' voice has a significant effect on employees' loyalty. The ability of the employees which could either be based on random selection or representative in the organisation and management decision has paved the way for the employees' voice to gain stand in the organisation decision.

Finally, the outcome of hypothesis four brings out the conclusion that employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited are significantly related. This is because inclusive leadership is liable to shape and design a comprehensive work strategy, embrace work cultural diversity, and improve work arrangement through openness and teamwork. Also, the employees' loyalty is an important factor that helps to build sensitive and quality skilled labour in an organisation. Every organization must pay ample attention to the loyalty of its employees to promote their domestic processes and well-being.

5.4 Recommendations for Practice

The following recommendations are proposed as strategies for practising inclusive leadership in the workplace while equally maintain employees' voice and loyalty.

Recommendations Based on Findings

Firstly, the study recommends that organisations should endeavour to prioritise the importance of their employees while maintaining the flow of work relationship between the managers and their subordinates. This recommendation is based on the study findings that declare a significant relation between employees' voice, inclusive leadership and employee's loyalty in First Marina Trust Limited.

Secondly, organisations are recommended to maintain equity among all hierarchical levels in the organisation structure. This recommendation is based on the perceived inclusion of some certain employees in the organisation decision making while others were left out due to their employment status. However, employees' voice has gone a long way to serve as benefits to both employees and the organisations, most especially on the emerging matters, therefore, organisations should pave role for their employees across units to collect feedbacks in data form for assessing and strengthening employees loyalty and organisation effectiveness.

Thirdly, gaining the loyalty of the employees, in reality, does not come easy, therefore, the organisation should ensure that proper motivation and remuneration are structured towards gaining and retaining employees' loyalty. This recommendation is based on the study's findings that reveals low tendency of the employees to remain on the job. In addition to this, a strategic retreat is equally recommended for the organisations in engaging their employees at least once or twice a year towards maintaining a close relationship and collecting reality feedbacks across hierarchical levels in the organisation.

Timeline for the Implementation of the Recommendations

All the above recommendations are directly channelled for the benefit of the management of First Marina Trust Limited in Nigeria, while other investment banks in the industry can equally emulate to strengthen their organisation human capital development and general structure. However, business is an ongoing process with no specific of timeline for strategy implementation. A problem known is said to be a problem solved. Therefore, the concerned organisations and industries should take no levity of examining their employees' loyalty while leveraging on inclusive leadership and employees voice as alternative options and strategies for implementation.

Cost Associated with the Recommendations

The cost implications of the above recommendations for practice lies under the recommendation for employees' remuneration and motivation, most especially in this pandemic period. The employees' salaries and other incentives should be maintained and sustained regardless of the force and challenges this pandemic is bringing to hinder the growth and success of business. Also, another cost implication lies in the annual strategic retreat recommended to foster relationships among the employees while quality feedbacks are sustained for the organisation development.

5.5 Suggestions for Future Research

The purpose of this study was to examine the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable in First Marina Trust Limited. This research was conducted in a service-oriented organisation with almost positive feedbacks from the respondents, therefore, future studies are suggested to employ a product-oriented organisation such as in manufacturing industry or FMCG industry to determine a complementary view of the focus area. More so, future studies are encouraged to adopt qualitative means of data collection and analysis to identify new themes for theory building in the area of inclusive leadership, employees' voice and loyalty.

5.6 Personal Learning and Reflection

This research took me through the systematic process of quantitative research in examining the effect of inclusive leadership on employee loyalty while leveraging on employee voice as a mediating variable in First Marina Trust Limited. All of these processes have contributed robustly to my research knowledge and skills. These processes includes:

- A proper search of an existing problem in investment banking industry.
- Engaging in a thorough reading and critical writing of literature and its observed gaps respectively.
- Developing a focus area while designing research objectives, questions and hypothesis.
- Variability and suitability in the usages of research methodological paradigms, philosophies, approaches, methods, strategies and instruments.

- The psychology behind the pre-field and post-field in the process of data collection and analysis, while leveraging on the findings to draw recommendations and suggestions for further studies.

All of these above highlighted processes have added to my research skills and knowledge. And based on this experience, I now believe in my personal ability and capacity to conduct future research effectively and independently.

APPENDIX

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QUESTIONNAIRE

The Effect of Inclusive Leadership and Employee Loyalty: The Mediating Role of Employees' Voice in First Marina Trust Limited, Nigeria

Name: Michael Chibueze Ojukwu
School: National College of Ireland
Supervised by: Kesiena Ebenade

SECTION A

Introduction

Dear Respondent, I am a masters student in Human Resource Management (HRM) at the National College of Ireland. I am currently undertaking research on *inclusive leadership, employee loyalty and employee voice in First Marina Trust Limited, Nigeria*. Your participation in this survey is highly needed to complete this project. It entails 20 questions which may likely take you 5 minutes to complete. This survey is anonymous and be rest assured that your response is confidential and safe.

Thanks.

Sincerely Yours,
Michael Chibueze Ojukwu

If you have any queries please do not hesitate to contact me.

SECTION B

Socio-Demographic Characteristics

Instruction: Kindly tick as appropriate

S/N	Socio-Demographic Factors	Response Variables
1	What is your sex category?	<input type="checkbox"/> Male <input type="checkbox"/> Female
2	Please, describe your age range?	<input type="checkbox"/> 16-19 years <input type="checkbox"/> 20-29 years <input type="checkbox"/> 30-39 years <input type="checkbox"/> 40-49 years <input type="checkbox"/> 50 years & above
3	Please, indicate your marital status.	<input type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> Divorced <input type="checkbox"/> Others, Please Specify.....
4	What is your highest level of education?	<input type="checkbox"/> O'level/Diploma <input type="checkbox"/> OND/NCE <input type="checkbox"/> BSc/HND <input type="checkbox"/> MSc/MBA <input type="checkbox"/> PhD <input type="checkbox"/> Others, Please Specify.....
5	How would you describe your employment status?	<input type="checkbox"/> Senior Staff <input type="checkbox"/> Management Staff <input type="checkbox"/> Junior Staff <input type="checkbox"/> Contract Staff

SECTION C

Research Questions

Instruction: Kindly tick as appropriate

<i>Consider your opinion of inclusive leadership in your organisation, to what extent do you agree or disagree with the following statements? 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree.</i>						
Inclusive Leadership		1	2	3	4	5
6	My manager is open to hearing new ideas					
7	My manager is attentive to new work processes					
8	My manager is ready to listen to my requests					
9	My manager is readily available for the team on work-related problems					
10	I have direct access to my manager in discussing emerging issues					
<i>Consider your opinion of employees' voice in your organisation, to what extent do you agree or disagree with the following statements? 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree.</i>						
Employees' Voice		1	2	3	4	5
11	My manager always honours my recommendation related to work improvement.					
12	I am encouraged to speak on problem-solving matters in my workplace.					
13	My manager respects our individual opinion in the workplace.					
14	I am involved in issues that affect the quality of work-life in my workplace					
15	I speak up to my supervisor on changes in work procedures					
<i>Consider your opinion of employees' loyalty in your organisation, to what extent do you agree or disagree with the following statements? 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree.</i>						
Employees' Loyalty		1	2	3	4	5
As an employee of First Marina Trust Limited:						
16	I have a good sense of belongingness to my organization					
17	I have the tendency to do more work					
18	I can be relied on to properly do my assigned tasks					
19	I have a high degree of dutifulness					
20	I have the tendency to remain in the job					

*Thanks for your response and cooperation.