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# The Impact of Inclusive Leadership and Psychological Capital on Women's Employee Performance: The Mediating Role of Job Crafting in Islamic Organizations

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## Abstract

This study examines the impact of inclusive leadership and psychological capital on women's employee performance, with a focus on the mediating role of job crafting. Using a quantitative approach, data were collected from 100 employees at the Baitul Maghfiroh Cooperative, an organization operating under Islamic leadership values. The analysis, conducted using Structural Equation Modeling (SEM), revealed that inclusive leadership positively influences women's performance, with a stronger effect observed for women employees compared to their male counterparts. Psychological capital was found to enhance women's performance by fostering resilience and optimism. Furthermore, job crafting was identified as a significant mediator between inclusive leadership and employee performance. These findings highlight the importance of fostering inclusive leadership and psychological capital in creating supportive work environments for women employees, ultimately improving their performance and career progression. The contribution of this research lies in providing valuable insights into gender-responsive leadership practices within the context of Islamic organizations, offering practical recommendations for improving women's performance and empowerment in the workplace.

**Keywords:** Inclusive Leadership; Psychological Capital; Job Crafting; Women's Performance; Gender-Responsive Leadership.

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## INTRODUCTION

Human resources are one of the most valuable assets within any organization, and leadership plays a pivotal role in determining employee outcomes, including performance, job satisfaction, and engagement. Specifically, for women in the workplace, inclusive leadership is crucial in overcoming the gender-specific challenges they face, such as underrepresentation, gender bias, and unequal access to leadership opportunities [1], [2], [3]. Inclusive leadership refers to a leadership style characterized by openness, accessibility, and fairness, creating an environment where women employees feel valued and empowered to contribute their unique perspectives and talents [4]. This approach has been shown to enhance women's participation, improve employee morale, and promote higher job satisfaction and performance, which are crucial for women's empowerment in the workforce [5], [6], [7]. Moreover, psychological capital, a positive psychological state that encompasses self-efficacy, optimism, hope, and resilience, is a key factor in improving employee performance [8]. Psychological capital has been linked to enhanced mental well-being, better coping strategies, and higher levels of work engagement. For women employees, psychological capital plays an especially significant role in overcoming challenges such as gender biases, workplace discrimination, and the barriers that often limit their career progression in male-dominated fields. The ability of women to navigate these challenges is often mediated by psychological capital, which provides the resilience needed to maintain high performance despite adversity [9], [10].

Studies have indicated that inclusive leadership not only supports the inclusion of women employees but also fosters a sense of belonging and psychological safety, which are crucial for boosting women's performance in the workplace. The leadership behaviors that promote openness, fairness, and respect for diversity lead to an environment where women can thrive, thus improving both individual performance and organizational outcomes [11], [12], [13]. Similarly, psychological capital—particularly in terms of self-efficacy and resilience—has been found to enhance women's ability to overcome challenges in the workplace, thus improving job performance and overall well-being. Although much of the existing literature has explored the impact of leadership and psychological capital on general employee performance, there remains a significant gap in understanding how these factors specifically impact women employees [14], [15], [16]. This study seeks to fill that gap by examining the mediating role of job crafting in the relationship between inclusive leadership, psychological capital, and employee performance, with a particular focus on women [17], [18]. By focusing on the Baitul Maghfiroh Cooperative, an organization with an Islamic background, this study explores how inclusive leadership and psychological capital influence women's performance, job crafting, and organizational outcomes in the context of Islamic leadership values [19].

The findings of this study will contribute to our understanding of how gender-responsive leadership practices can be implemented in organizational settings to foster women's empowerment and improve performance outcomes. Specifically, the research will highlight how organizations can support women employees by enhancing inclusive leadership practices and promoting the development of psychological capital to improve job satisfaction, resilience, and overall performance. These findings will have practical implications for organizations aiming to create more equitable, inclusive, and supportive work environments for women in leadership roles and beyond.

## METHODS

### *Research Design*

This study employed a quantitative research design with an explanatory approach, aiming to explore the relationships between inclusive leadership, psychological capital, job crafting, and employee performance, with a particular focus on women employees. This design allows for the testing of hypotheses regarding the direct and indirect effects of leadership styles and psychological factors on employee performance. The explanatory nature of the study enables a robust understanding of the mechanisms at play within the organizational context.

### *Sampling and Participants*

The research was conducted at Baitul Maghfiroh Cooperative, an organization with an Islamic background that has both male and female employees. The total population of the cooperative was 100 employees, of which 20% were women. A simple random sampling method was used to select participants from 15 out of the 26 cooperative branches, ensuring that the sample was representative of the larger employee population. Data were collected from 100 respondents, providing a sufficient sample size for the analysis.

### *Data Collection Procedure*

Data were gathered using a self-administered questionnaire, which included Likert-scale items to measure key variables: inclusive leadership, psychological capital, job crafting, and employee performance. The survey was conducted over three months, from October to December 2025. Each respondent was asked to rate their agreement with various statements on a 5-point Likert scale, with responses ranging from “Strongly Disagree” to “Strongly Agree.” The questionnaire was designed to capture the employees' perceptions of their work environment, leadership quality, and personal psychological attributes.

### *Variables and Instrumentation*

The study utilized a set of well-established measurement scales to assess the key variables involved in the research, namely inclusive leadership, psychological capital, job crafting, and employee performance. Each variable was operationalized using relevant dimensions, and data were collected through a Likert-scale questionnaire. Below is a description of each variable and its respective dimensions, along with the associated table for clarity.

Inclusive Leadership was measured using a scale that reflects three critical dimensions: openness, accessibility, and fairness. These dimensions represent the degree to which leaders are open to employee contributions, accessible for feedback, and fair in their treatment of all employees, particularly in providing opportunities for growth and involvement in decision-making processes. This leadership style is crucial in fostering a positive and inclusive work environment, especially for women in leadership roles. Table 1 below shows the items used to measure inclusive leadership:

**Table 1.** Inclusive Leadership Dimensions

Dimension	Description	Example Item
Openness	Leader's willingness to accept diverse perspectives	"My leader is open to new ideas from all team members."
Accessibility	Leader's approachability and availability	"My leader is always available to listen to my concerns."
Fairness	Equitable distribution of opportunities	"My leader treats all employees equally, regardless of their background."

Psychological Capital, a construct that includes self-efficacy, optimism, hope, and resilience, was assessed using the Psychological Capital Questionnaire (PCQ) developed by Cui et al. [20]. This scale measures the extent to which employees possess a positive psychological state, which is critical for overcoming work-related challenges. Self-efficacy refers to the confidence employees have in their ability to perform tasks, optimism is the tendency to expect positive outcomes, hope represents goal-directed energy, and resilience is the ability to bounce back from adversity. Table 2 outlines the items used to measure psychological capital:

**Table 2.** Psychological Capital Dimensions

Dimension	Description	Example Item
Self-efficacy	Confidence in one's ability to perform tasks	"I am confident in my ability to complete tasks effectively."
Optimism	Expectation of positive outcomes	"I always look forward to a positive outcome in my work."
Hope	Goal-directed energy and pathways	"I can develop multiple pathways to achieve my goals."
Resilience	Ability to overcome challenges	"I can quickly recover from setbacks at work."

Job Crafting was assessed using Yang et al.'s [21] framework, which evaluates how employees alter their jobs to better suit their skills, preferences, and personal strengths. The three dimensions of job crafting include increasing job resources, reducing job demands, and improving social relationships at work. Employees who engage in job crafting actively adjust their work environment to enhance their work experience and performance. Table 3 provides a summary of the items used to measure job crafting:

**Table 3.** Job Crafting Dimensions

Dimension	Description	Example Item
Increasing Job Resources	Enhancing the availability of work-related resources	"I actively seek out opportunities to learn new skills that enhance my work."
Reducing Job Demands	Lowering the stress or burden of work tasks	"I try to reduce tasks that I find particularly overwhelming."
Improving Social Relations	Building better relationships with colleagues	"I make efforts to build strong relationships with my coworkers."

Finally, Employee Performance was measured through various indicators related to work behavior, collaboration, proficiency, and task completion. This variable reflects how effectively employees meet organizational goals and expectations. In this study, employee performance was assessed through four key indicators: collaboration in creating solutions, proficiency, personality and work behavior, and discipline. Table 4 below summarizes the items used to assess employee performance:

**Table 4.** Employee Performance Indicators

Indicator	Description	Example Item
Collaboration	Teamwork and problem-solving capabilities	"I frequently collaborate with my colleagues to solve work problems."
Proficiency	Competence in completing work tasks	"I am able to complete my tasks with high accuracy and efficiency."
Personality and Work Behavior	Work attitude, professionalism, and adaptability	"I demonstrate a positive attitude and professionalism at work."
Discipline	Adherence to deadlines and work schedule	"I consistently meet deadlines and show up on time for work."

The measurement items for each of the variables were carefully selected to ensure both content validity and construct reliability. In total, the questionnaire contained 32 items across the four constructs. Responses were collected using a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree", with higher scores indicating stronger agreement with the statements related to each construct.

### *Statistical Analysis*

The data collected were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, implemented through SmartPLS 4.0 software. SEM is a powerful technique for testing complex relationships between latent and observed variables, enabling a comprehensive analysis of both direct and indirect effects of inclusive leadership and psychological capital on employee performance. The analysis was performed in two key stages.

First, the validity and reliability of the measurement model were assessed. Composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE) were used to evaluate the internal consistency and construct validity of the measurement model. These indicators ensure that the constructs utilized in the study are both reliable and valid. Next, the structural model was evaluated by testing the relationships between the variables. This involved examining path coefficients, R-square values, and Goodness of Fit ( $Q^2$ ). The path coefficients assess the strength and significance of the relationships between the constructs, while the R-square values indicate the proportion of variance explained by the independent variables in the dependent variables, providing insight into the model's explanatory power.

### *Hypotheses Development*

The study tested several hypotheses to explore the relationships between inclusive leadership, psychological capital, job crafting, and employee performance. These hypotheses were

developed based on the theoretical foundations of each construct, and they reflect the belief that both leadership styles and psychological factors significantly impact employee performance, with job crafting playing a mediating role in these processes. Table 5 below presents the hypotheses tested in the study:

**Table 5.** Hypotheses Development

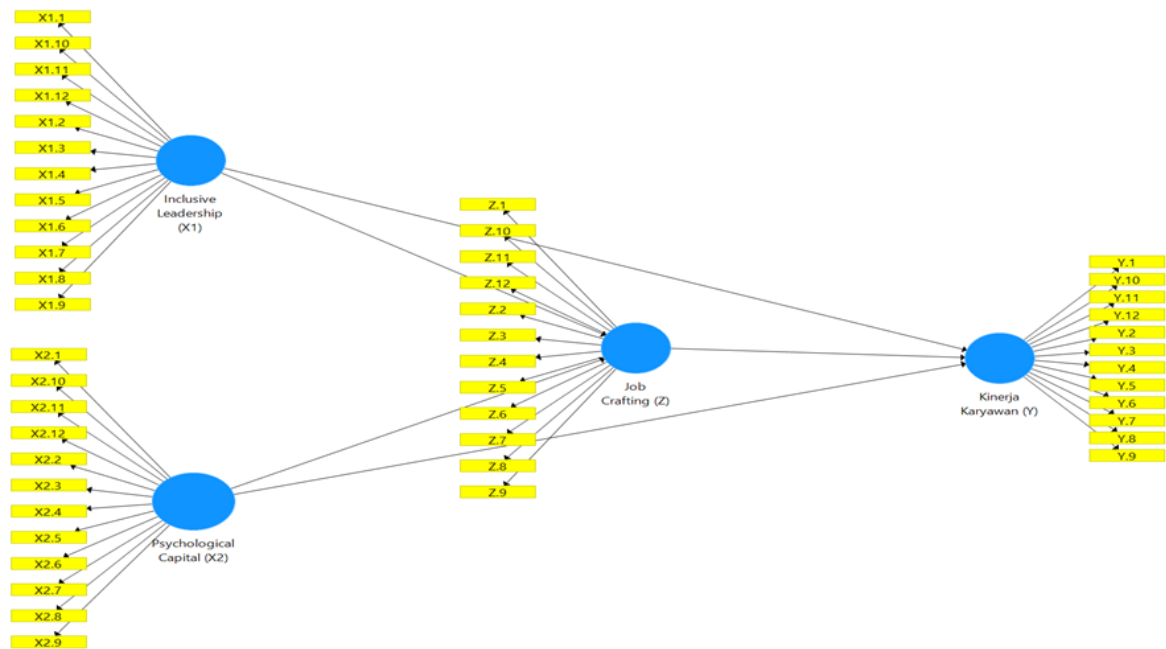
<b>Hypothesis</b>	<b>Description</b>
H1	Inclusive leadership has a positive and significant effect on employee performance.
H2	Inclusive leadership has a positive and significant effect on job crafting.
H3	Psychological capital has a positive and significant effect on job crafting.
H4	Psychological capital has a positive and significant effect on employee performance.
H5	Job crafting has a positive and significant effect on employee performance.
H6	The effect of inclusive leadership on employee performance is mediated by job crafting.
H7	The effect of psychological capital on employee performance is mediated by job crafting.

These hypotheses were informed by previous research that suggests inclusive leadership contributes to improved performance by creating an inclusive work environment, while psychological capital enhances employees' resilience and self-efficacy, which in turn improves job performance. Additionally, job crafting is hypothesized to mediate the relationship between leadership, psychological capital, and performance by allowing employees to proactively adjust their roles to better align with their strengths and goals. This comprehensive framework sets the stage for understanding how these variables interact to impact employee performance, particularly within the context of women employees in leadership and organizational settings.

## **RESULTS AND DISCUSSION**

### **Results**

This study examines the influence of inclusive leadership (X1), psychological capital (X2), job crafting (Z), and employee performance (Y) both direct and indirect hypothesis testing between variables. In testing the hypothesis in this study, SmartPLS software was used with the model scheme in Figure 1.

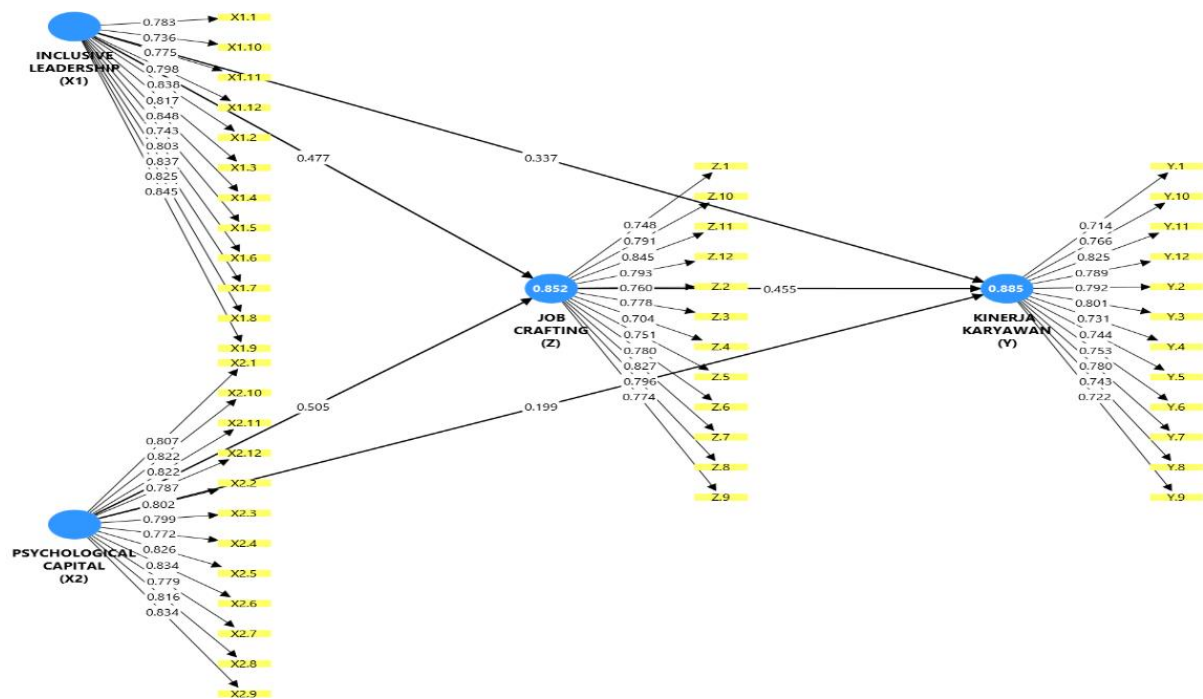


**Figure 2.** Conceptual Framework

### *External Model Evaluation*

External model analysis of the measurement model that connects indicators with their latent variables (Sihombing et al, 2024). The model includes three latent constructs, namely inclusive leadership (X1), psychological capital (X2), and job crafting (Z), which are related to employee performance (Y).

Factor loading is a measure of how well each indicator represents the corresponding construct, a variable is said to be reliable if it has a composite reliability value  $>0.7$  (figure 3) which indicates good indicator reliability. Overall, the external model shows good reliability and validity, with strong loadings indicating that the indicators measure their respective constructs adequately.



**Figure 3.** Outer Model Evaluation

*Discriminant Validity Test*

Discriminant validity can be known through the AVE value method, which explains that the Discriminant validity test is carried out to determine the assessment of the validity of the construct through observation of the average variance extracted value. Validity is said to be valid if the AVE value is  $> 0.5$ .

**Table 6.** Average Variance Extracted (AVE)

Variable	Average variance extracted (AVE)
Inclusive leadership (X1)	0.653
Psychological Capital (X2)	0.648
Employee performance (Y)	0.584
Job Crafting (Z)	0.608

Based on table 6, it shows that the research variables have a value AVE greater than 0.50, that each variable has a good discriminant validity value. So that further research can be carried out.

*Composite Reliability & Cronbach's Alpha Test*

A variable can be said to be reliable if the value results composite reliability & cronbach alpha of  $> 0.7$  (Lesmana et al, 2020); (Syahputra et al, 2022). As in the Cronbach alpha value table below:

**Table 7.** Composite Reliability & Cronbach Alpha

Variable	composite reliability	cronbach alpha
Inclusive leadership (X1)	0.958	0.952
Psychological capital (X2)	0.957	0.950
Employee Performance (Y)	0.944	0.935
Job Crafting (Z)	0.949	0.941

Based on the data in Table 7, the composite reliability & Cronbach alpha values of each research variable  $> 0.7$  indicate that each research variable has met the requirements and it can be concluded that all variables have high reliability.

#### *Path Coefficient*

Categorizing the path coefficient if the test value is more than 0.67 is in the good category, if the result is 0.33-0.67 it is in the medium category and if the result is 0.19 - 0.33 it is in the Weak category.

**Table 8.** Path Coefficient

Variable	Original sample	Information
Inclusive leadership (X1) → Employee Performance (Y)	0.337	Moderate
Psychological capital (X2) → Employee Performance (Y)	0.199	Weak
Inclusive leadership (X1) → Job Crafting (Z)	0.477	Moderate
Psychological Capital (X2) → Job Crafting (Z)	0.505	Moderate
Job Crafting (Z) → Employee Performance (Y)	0.455	Moderate

In the Path Coefficient results that have a weak value category is the influence of inclusive leadership on performance. While those that have a medium value category are the influence of psychological capital on performance, the influence of inclusive leadership on job crafting, the influence of psychological capital on job crafting, and the influence of job crafting on performance.

#### *Goodness of Fit*

Based on the data processing that has been carried out in Smartpls 4.0, the R-Square value is obtained as follows:

**Table 9.** R-Square Value

Variable	R-Square
Employee Performance (Y)	0.885
Job Crafting (Z)	0.852

Based on table 9, the R-Square value of performance is 0.885. This indicates that the presentation for affective commitment is 88.5%. While the R-Square value of job crafting is 0.852. This indicates that the presentation for changing jobs according to employee preferences, strengths, and goals is 85.2%. The assessment of goodness of fit is observed from the Q-Square value. The Q-Square value means the same as the coefficient of determination

(R-Square) in the regression analysis, where the higher the Q-Square, the better it can be stated (Rigdon, 1998). The results of the calculation of the Q-Square value are:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - RY) \times (1 - RZ)] \\
 &= 1 - [(1 - 0,885) \times (1 - 0,852)] \\
 &= 1 - (0,115 \times 0,148) \\
 &= 1 - 0,017 \\
 &= 0,983
 \end{aligned}$$

Based on the calculation results above, the Q-Square value is 0.983, which means it shows the large diversity of research data that can be influenced by the research model, which is 98.3%. Meanwhile, the remaining 1.7% is explained by other factors outside this research model.

### *Hypothesis testing*

In the hypothesis test, it can be observed based on the t-statistic value and the probability value. For the hypothesis test, namely through the use of statistical values so that for alpha 5% the t-statistic value used is 1.96. What makes the criteria for accepting or rejecting the hypothesis is that  $H_a$  is accepted and  $H_0$  is rejected when the  $t\text{-statistic} > 1.96$ . In order to reject or accept the hypothesis using probability so that  $H_a$  is accepted if the  $P\text{ Value} < 0.05$ .

**Table 10.** T-Statistic and P-value (Direct Effect)

Variable	Original Sample	T-Statistic	P-Values
Inclusive Leadership (X1) → Employee Performance (Y)	0.337	2.669	0,000
Psychological Capital (X2) → Employee Performance (Y)	0.199	2.160	0,000
Inclusive Leadership (X1) → Job Crafting (Z)	0.477	5.081	0,000
Psychological Capital (X2) → Job Crafting (Z)	0.505	5.301	0,000
Job Crafting (Z) → Employee Performance (Y)	0.455	3.589	0,000

#### *H1: Inclusive leadership on employee performance*

H1 in table 6 shows that the original sample value is positive at 0.337, T-Statistic 2.669 ( $> 1.660$ ) and P-value 0.000 ( $< 0.05$ ) explains that there is a significant positive impact, so the hypothesis is accepted and shows that inclusive leadership can improve employee performance.

#### *H2: Psychological impact on employee performance*

H2 in table 10 shows that the original sample value is positive at 0.199, T-Statistic 2.160 ( $> 1.660$ ) and P-value 0.000 ( $< 0.05$ ) explains that there is a significant positive impact, so the hypothesis is accepted and shows that psychological capital can improve employee performance.

*H3: Inclusive leadership towards job crafting*

H3 in table 10 shows that the original sample value is positive at 0.477, T-Statistic 5.081 (>1.660) and P-values 0.000 (<0.05) explain that there is a significant positive impact, so the hypothesis is accepted and shows that inclusive leadership can improve job crafting.

*H4: Psychological capital on job crafting*

H4 in table 10 shows that the original sample value is positive at 0.505, T-Statistic 5.301 (>1.660) and P-value 0.000 (<0.05) explains that there is a significant positive impact, so the hypothesis is accepted and shows that psychological capital can increase job crafting.

*H5: Job crafting on employee performance*

H5 in table 10 shows that the original sample value is positive at 0.455, T-Statistic 3.589 (>1.660) and P-value 0.000 (<0.05) explains that there is a significant positive impact, so the hypothesis is accepted and shows that job crafting can improve employee performance.

**Table 11.** T-Statistic & P-Value (Indirect Effect)

Variable	Original Sample	T-Statistic	P-Values
Inclusive leadership (X1) → Employee Performance (Y) → Job Crafting (Z)	0.217	2.147	0,000
Psychological Capital (X2) → Employee Performance (Y) → Job Crafting (Z)	0.229	4.440	0,000

*H6: Inclusive leadership on employee performance through job crafting*

H6 in table 11 shows that the influence of inclusive leadership on employee performance through job crafting with a positive original sample value of 0.217, T-Statistics 2.147 (> 1.660) and P-values 0.001 (<0.05) explains that there is a significant influence, but has a regression coefficient of exogenous influence on endogenous to be reduced, when the mediating variable is entered, so that the hypothesis is accepted and shows that the influence of inclusive leadership on employee performance through job crafting.

*H7: Psychological capital on employee performance through job crafting*

H7 in table 11 shows that the influence of psychological capital on performance through job crafting with a positive original sample value of 0.229, T-Statistics 4.440 (>1.660) and P-values 0.000 (<0.05) explains that there is a significant influence, so the hypothesis is accepted and shows that the influence of psychological capital on performance through job crafting.

*Gendered Impact of Inclusive Leadership and Psychological Capital on Women's Employee Performance*

Research indicates that inclusive leadership has a significant positive impact on women employees' performance, especially in environments where gendered challenges, such as bias and underrepresentation, are prevalent. Inclusive leadership, characterized by openness, accessibility, and fairness, plays a crucial role in fostering a work environment where women employees feel valued and empowered to contribute. Studies show that when women perceive

their leaders as inclusive, they report higher job satisfaction, engagement, and performance [22], [23], [24]. These findings highlight the importance of inclusive leadership in improving women's participation in decision-making processes, directly enhancing their work outcomes.

Similarly, psychological capital, which encompasses self-efficacy, optimism, hope, and resilience, plays a critical role in improving women's performance. Psychological capital has been identified as an important factor in helping women employees navigate workplace challenges, including gender discrimination, work-life balance, and career advancement barriers. Women with higher levels of psychological capital tend to have greater resilience and confidence, enabling them to cope more effectively with these obstacles, leading to enhanced job performance [25], [26], [27]. Furthermore, psychological capital fosters a positive work attitude, increases self-efficacy, and boosts optimism, all of which are crucial for maintaining high performance despite the barriers women face in the workplace.

In addition, job crafting, which involves employees proactively adjusting their work roles to better align with their strengths and interests, has been shown to enhance women's performance. By crafting their roles, women can tailor their tasks to better match their skills and preferences, leading to higher job satisfaction and improved performance [28], [29]. For women employees, job crafting also facilitates a more balanced work experience, enabling them to manage the demands of their personal and professional lives more effectively. The ability to adjust one's job to fit personal goals is particularly empowering for women, allowing them to gain greater autonomy over their roles and enhance their professional growth [30], [31], [32].

Taken together, the findings from the literature underscore the importance of inclusive leadership and psychological capital in fostering an environment that supports women's performance, engagement, and overall well-being. The mediating role of job crafting further emphasizes how organizations can empower women by promoting inclusive leadership practices and providing opportunities for psychological capital development. These factors collectively contribute to creating a more inclusive and supportive work environment, enhancing women's job satisfaction and career progression.

### *Discussion*

The findings of this study shed light on the important relationship between inclusive leadership, psychological capital, and employee performance, particularly within the context of women employees. The positive relationship between inclusive leadership and employee performance observed in this study supports the growing body of literature that links leadership styles to organizational outcomes, especially for women employees. As Serafimova et al. [33] noted, inclusive leadership creates an environment that fosters trust, empowerment, and fairness, all of which are essential for enhancing women's engagement and job satisfaction. This study further strengthens these findings by demonstrating that inclusive leadership is not only crucial for improving performance but also for creating a more inclusive and supportive workplace for women, who often face gendered challenges in male-dominated organizational structures.

Moreover, the role of psychological capital in enhancing employee performance has been widely acknowledged in the literature, and this study confirms its significance for women employees. Psychological capital, encompassing self-efficacy, optimism, hope, and resilience, directly influences women's ability to navigate workplace challenges, particularly those related

to gender discrimination and career progression barriers. Studies by Round et al. [34] highlight how psychological capital fosters resilience and optimism in the face of adversity, empowering women to overcome obstacles and improve their work outcomes. The findings of this study, therefore, underscore the importance of fostering psychological capital among women employees, as it serves as a critical resource for enhancing performance and job satisfaction.

The significant mediating role of job crafting in the relationship between inclusive leadership, psychological capital, and employee performance further adds depth to our understanding of how these factors work together to improve women's outcomes in the workplace. This mediating effect aligns with the research by Baka et al. [35], who found that job crafting allows employees to tailor their work to better align with their personal strengths, interests, and goals. By encouraging women employees to craft their jobs, organizations can create more empowering and engaging work environments that contribute to better performance and overall well-being.

The novelty of this study lies in its focus on women employees within the context of inclusive leadership and psychological capital, areas that have not been widely explored together in previous research, particularly in the context of Islamic organizations. This study highlights that women employees, especially those in traditionally male-dominated sectors, benefit significantly from inclusive leadership and psychological capital, which not only enhance their performance but also contribute to their empowerment and career development. The integration of job crafting as a mediating factor offers new insights into how organizations can further support women employees by enabling them to proactively engage in their work roles, creating a more tailored and fulfilling work experience.

The implications of this study are broad. Organizations seeking to improve employee performance, particularly for women employees, should focus on fostering inclusive leadership and supporting the development of psychological capital. Leadership training programs aimed at enhancing inclusive leadership practices can be particularly beneficial, ensuring that women employees feel valued and have equal opportunities for growth and development. Additionally, initiatives that focus on developing psychological capital in women employees, such as training in resilience, optimism, and self-efficacy, can further enhance their ability to succeed in challenging environments. Finally, encouraging job crafting within organizations will empower women employees to tailor their roles to better fit their skills and aspirations, ultimately improving job satisfaction and performance.

In conclusion, this study contributes to the growing body of literature on gender-responsive leadership and psychological capital, offering practical insights for organizations seeking to foster more inclusive and empowering environments for women employees. Future research should continue to explore the intersectionality between leadership styles, psychological factors, and employee outcomes, particularly in different organizational and cultural contexts, to further expand the understanding of how these factors can support women's empowerment and career progression.

## CONCLUSION

This study explored the roles of inclusive leadership, psychological capital, and job crafting in enhancing women's employee performance, revealing that inclusive leadership fosters an

empowering work environment that improves women's engagement, job satisfaction, and overall performance. Psychological capital, particularly self-efficacy and resilience, plays a critical role in enabling women employees to overcome workplace challenges and perform effectively. Additionally, job crafting was found to mediate the relationship between leadership and performance, allowing women employees to tailor their work roles to better align with their strengths and aspirations. The novelty of this study lies in its focus on women employees within the context of Islamic organizations, providing new insights into gender-responsive leadership and its impact on women's empowerment and career progression. The implications suggest that organizations should foster inclusive leadership and support the development of psychological capital to enhance women's performance and satisfaction, while encouraging job crafting to help women employees thrive. Future research should further explore how these factors intersect across different cultural and organizational contexts to advance women's empowerment and career development.

## LIMITATIONS

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted within a single organization, the Baitul Maghfiroh Cooperative, which may limit the generalizability of the results to other organizational settings or industries. Second, the study primarily focused on women employees and did not explore how inclusive leadership and psychological capital might impact male employees in the same context, limiting the ability to compare gendered effects across the organization. Additionally, the use of a self-reported questionnaire to measure variables such as inclusive leadership, psychological capital, and job crafting may introduce biases, as participants could have provided socially desirable responses. Furthermore, the study's cross-sectional design does not allow for the examination of causal relationships over time, which could be addressed in future longitudinal studies. Lastly, while the study focused on Islamic leadership values, the findings may not fully reflect the nuances of gender dynamics in organizations outside of this context. Future research should explore these variables in different organizational, cultural, and geographical settings to validate the findings and extend the scope of this work.

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## AUTHOR CONTRIBUTION

A.R. conceptualized the study, designed the methodology, conducted the interviews, analyzed the qualitative data, and led the manuscript drafting process. D.S. supervised the research design, provided methodological guidance, contributed to the refinement of the analytical framework, and critically revised the manuscript for intellectual content. A.R. assisted with data validation, thematic coding reliability checks, and contributed to the interpretation of the findings. All authors reviewed and approved the final version of the manuscript.

## CONFLICT OF INTEREST

"The authors declare no conflict of interest."

## DECLARATION OF USE OF AI IN SCIENTIFIC WRITING

The authors used ChatGPT during the preparation of this work to design graphics and images. After utilizing the tool, the authors thoroughly reviewed and edited the content as necessary, assuming full responsibility for the publication's content.

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