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Sustainable Futures 6 (2023) 100138 Contents lists available at ScienceDirect Sustainable Futures journal homepage: www.sciencedirect.com/journal/sustainable-futures Mediation of "AKHLAK" corporate culture and affective commitment on the effect of inclusive leadership on employee performance Veronika Agustini Srimulyani a, Sri Rustiyaningsih a, Florentina Anif Farida a, Yustinus Budi Hermanto b, * a Faculty of Business, Widya Mandala Surabaya Catholic University, Surabaya, Indonesia b Faculty of Economics, Darma Cendika Catholic University, Surabaya, Indonesia ARTICLE INFO ABSTRACT Key words: Inclusive leadership "AKHLAK" corporate culture Affective commitment Researchers and practitioners have claimed that leadership, culture, and employee commitment are important elements of an organization's success in the business world. The main objectives of this article are to analyze: 1) the mediating role of "AKHLAK" corporate culture on the effect of inclusive leadership on affective commitment and employee performance; 3) analyze the role of mediating affective commitment to the influence of inclusive leadership and corporate culture "AKHLAK" on employee performance. The research sample was 135 permanent employees at three BUMNs in the Madiun area, East Java, Indonesia. Data analysis used SPSS version 24, Smart PLS, and the online Sobel test. The test results show that: 1) "AKHLAK" corporate culture as a partial mediation of the influence of inclusive leadership on affective commitment; 2) "AKHLAK" corporate culture does not mediate the effect of inclusive leadership on employee performance, because the direct effect of "AKHLAK" corporate culture on employee performance is not significant; 3) affective commitment as a full mediation of the influence of inclusive leadership on employee performance; 4) affective commitment as a full mediation of the influence of corporate culture "AKHLAK" on employee performance. Introduction The sustainability of the company in the long term can be predicted from the principle values adopted and made into corporate culture. Corporate culture is essential in developing and maintaining employee commitment and is often a characteristic of

successful organizations (C. [1]). Over the last few decades, corporate culture has become an important theme in management and business research because it can influence various outcomes desired by organizational and individual managers, such as commitment, loyalty, turnover intention, and satis- faction [2]. Corporate culture can improve management in coordinating and integrating people with diverse personal and cultural value systems [3]. Corporate culture also plays an important role in building employer branding, which can encourage employees to continue to join the company because they are attracted to the corporate culture they have and help employees increase productivity [4]. Corporate or organizational culture can be interpreted as a unique pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialization, and employee assumptions [5]. Corporate culture is a management philosophy and a way of managing an organization to improve overall management effectiveness and performance (Kotter & Heskett, 1992 in [6]). Corporate culture is part of the corporate strategy, and a leader must ensure that corporate culture can drive all employees to give their best performance. Corporate culture influences organiza- tional members' behavior [7]. The central role in shaping and control- ling organizational culture lies with the leader [5]. Leadership creates and or enforces organizational culture [8]. Successful leaders act as "integrating forces" at two levels: integrating elements of the corporate identity structure and mediating between the corporate branding structure and the individual [9]. Hanh Tran & Choi [10] revealed that organizational learning culture partially mediates the relationship be- tween inclusive leadership and organizational citizenship behavior. In- clusive leadership emerges as an ideal style to motivate diversified employees to be more aware of themselves and treat employees fairly [11]. Inclusive leadership, developed to manage workforce diversity, can also encourage innovative performance [12], and culture can in- crease organizational commitment and increase the consistency of employee behavior [3].

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Leadership theories (transformational, authentic, ethical, servant, spiritual, and inclusive) play an important role in developing a moral approach to managing people and organizations [13]. As a managerial trait, leadership has morphed into many forms and styles over the years, and inclusive leadership is the leadership of the 21st century [14]. In- clusive leaders refer to the words and deeds of leaders who invite and appreciate the contributions of others [15,16]. Inclusive leaders always provide support for their followers [17]. The relationship between leaders and followers can be explained through social exchange pro- cesses based on social exchange theory [18]. Viewed from the social exchange (SE) theory perspective, employees with positive perceptions of their leaders have a more significant affective commitment [19]. In- clusive leadership is needed to encourage inclusivity in diverse teams [20]. Inclusive leaders produce efficiency in follower performance while respecting follower uniqueness with an empathetic and impartial approach. A study by Bhatnagar & Aggarwal [14] revealed that employee creativity, employee volunteering, and project success are more prominent consequences in research on inclusive leadership. Furthermore, Bataineh et al. [15] showed inclusive leadership's direct and indirect effects on adaptable performance with innovative work behavior as mediation. For the most part, empirical research reveals that leadership roles vary widely due to cultural forces in the countries or regions where leaders function [21]. Leadership and organizational culture have long been necessary for organizational efficiency and performance. However, most literature overlooks the

"culture-driven" trait of leadership (Alvesson, 2011 in [22]). Leaders are a crucial element that creates culture [5]. Leaders play an important role in adapting the culture. Leaders can adapt to culture through recruitment, outreach, cultural communication mechanisms, and role models [23]. The research results by Kargas & Varoutas [22] reveal a strong and significant relationship between leadership and organizational culture. Sürücü & Yeşilada [24] demonstrated that the charismatic leadership style is a leadership style that significantly influences corporate culture, while the transactional leadership style does not affect the current organizational culture. Organizations need a leadership style that creates an environment that encourages subordinates to play a leading role in the organization through employees' affective commitment. From an SC theory [25], such favorable treatment motivates employees to reciprocate through an increased affective commitment to the organization [26]. SE Theory also provides a framework for studying employee and organizational re- lations, where social exchange is the basis of a quality relationship be- tween employees and leaders. It is an interdependent relationship between two parties because it is a two-way transaction. Jiatong et al. [27] revealed that transformational leadership significantly increases affective organizational commitment and work performance. Donkor [28] shows that organizational success is highly dependent on employee commitment which can help reduce employee turnover. The affective commitment of employees to change becomes crucial when change occurs. The role of the leader can help the organization maintain em- ployees' affective commitment in times of change. Affective commit- ment is also very important for every organization because it can have positive impacts, such as reducing employee absenteeism and reducing the risk of employee resignation. Mahembe & Engelbrecht [29] revealed a positive and significant relationship between servant leadership, team effectiveness, and affective team commitment. Donkor [28] proves that transformational and transactional leadership increase organizational dedication and commitment and partially mediate the relationship be- tween the two leadership styles and employee performance in public sector organizations in Ghana. Furthermore, Wang et al. [30] revealed that inclusive leadership increases affective commitment significantly. Improving the effectiveness and performance of employees is an important role of leaders. Leadership is essential in individual job per- formance and organizational growth [31]. Inclusive leadership, as a method that is open, effective, and accessible, is positively correlated with employee performance [19]. Performance-oriented and service-oriented leadership styles can be adopted to improve employee performance. Dastane [32] reveals a significant positive relationship between transformational, Laissez-faire, and democratic leadership styles on employee performance. Furthermore, Donkor [28] revealed that transformational and transactional leadership significantly improve employee performance [28]. The cases of the Garuda Indonesia and Jiwasraya mega scandals were incidents carried out by "Badan Usaha Milik Negara" (BUMN) and greatly attracted public attention, especially from the Indonesian people [33]. Another case occurred in an Islamic banking institution in 2021, namely the arrest of the head of an Islamic bank branch in Sidoarjo due to a fictitious financing case (nasional.kompas.com, 2021) [34]. Some of these cases are evidence of violations of top management values. Concerning these problems, the Ministry of BUMN has determined the existence of AKHLAK as a core value that will serve as a guideline for BUMN employees to achieve better performance [35]. With the issuance of the Circular Letter of the Minister of BUMN of the Republic of Indonesia Number: SE-7/MBU/07/2020 dated 1 July 2020 concerning the Core Values of Human Resources (HR) for BUMN, each BUMN is required to implement the Core Values of BUMN HR as corporate culture is the basis for the formation of HR character within BUMN, Sub- sidiaries, and Consolidated Affiliated Companies becomes the basic symbol of BUMN behavior. The core values are AKHLAK, an acronym

for "Amanah/Trustworthy, Kompeten/Competent, Harmonis/Harmonious, Loyal, Adaptif/ Adaptive, Kolaboratif/ Collaborative." It is hoped that AKHLAK will not just become a jargon or tagline but a culture in all BUMN to improve company performance and make the best contribu- tion to society and the country (https://kumparan.com/) [36]. AKHLAK is the core value that all BUMN must uphold in running their business and carrying out their daily activities. It is expected to be a guide for the behavior of employees both in the office, at home, and in their surroundings. The government requires this because it hopes that the BUMN transformation process will be carried out thoroughly for every human resource. AKHLAK can be a moral guide in dealing with various shocks in the VUCA (Volatility, Uncertainty, Complexity, Am- biguity) era. BUMN needs an inclusive leadership approach that can answer global challenges in times of economic inequality, climate change, and unequal distribution of resources [37]. This is very important for companies to progress because there are various problems that BUMN has to face lately, namely moral values that are not upheld [38]. Hariyadi & Agustina [33] focuses on the AKHLAK internalization index, revealing that there is still a need to increase the internalization of AKHLAK implementation values in the values of Amanah, Competent, Harmony, Loyal, Adaptive, and Collaborative. The results of the study by Hariyadi & Agustina [33] revealed that only the competency values of the AKHLAK core values in 91 BUMN have a sufficient level of implementation, while the other five AKHLAK values are included in the low category, so these findings can be used as reference material for the Ministry of BUMN, practitioners and academics as the first benchmark data for measuring the organizational culture of BUMNs. Research on AKHLAK core values has been carried out by Lestari & Lestira Oktaroza [35] at Bank Syariah Indonesia; it was revealed that the effectiveness of AKHLAK core values impacts employee performance. This effectively demonstrates the efficacy of AKHLAK's core values as fundamental values that must be adhered to and implemented in daily work activities by all BUMN employees to realize quality and work performance as expected, ultimately reflecting increased employee performance. Furthermore, Kasmawati et al. [38] revealed that AKH- LAK's Core Values positively and significantly affected employee pro- ductivity at PT PLN (Persero) Generation and Distribution Main Unit, Sulawesi. As the development of previous research studies on the role of corporate culture in assessing the impact of a contemporary leadership approach, namely inclusive leadership, on employee behavior such as affective commitment and employee performance, this research was conducted by taking a sample of employees from three BUMNs in the form of limited liability companies and having offices in Madiun ((PT IMSS, PT PLN (Persero) East Java Distribution Madiun Area, and PT PN XI PG Pagotan). Theoretical background and hypothesis development Inclusive leadership The leadership process that promotes an experience of inclusion among followers is called inclusive leadership [39]. An inclusive lead- ership style represents "leaders who demonstrate openness, availability, and accessibility in their interactions with followers" [40]. The openness aspect indicates that the leader respects the views of subordinates, in- vites subordinates to participate in decision-making, and encourages subordinates to use new perspectives and innovative techniques to solve problems, and the availability aspect means that managers can help employees promptly when employees experience difficulties at work [41]. The aspect of accessibility is the capacity of a leader to pay attention to subordinates' needs and build close relationships with subordinates [19]. Inclusive leadership is people-oriented, where in- clusive leaders are good at listening to employees' voices, encouraging employees to work, and appreciating employee contributions [16]. Open minds, efficient management, and availability are the traits of inclusive leaders [42]. Inclusive leadership is a new type of leadership that is stated How Inclusive Leadership Enhances Follower

Taking Charge: The Mediating Role of Affective Commitment and the
Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">as an effective way of leadership by emphasizing good relations How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">in the process of interaction with subordinates and encouraging subordinates How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">to actively participate in the organization through accessibility, interac- tive, fairness, and tolerance for mistakes as an effort to realize organi- zational support for the employee [40]. At the individual level, inclusive leadership focuses on the leader's and individual followers' vertical relationship, namely the leader's proactive behavior, to facilitate fol- lowers' experiences of belonging, uniqueness, autonomy, and compe- tence [39]. An inclusive leader must have the skills to lead inclusively. Korn Ferry identified competencies that are essential for inclusive leadership, which it refers to as the five disciplines of inclusive leadership: 1) Building interpersonal trust: being honest, establishing good relation- ships by finding common ground while being able to appreciate different perspectives from oneself; 2) Integrate multiple perspectives: consider all viewpoints and needs of others; skill-fully navigate conflict situa- tions; 3) Optimizing talent: motivating and supporting the growth of others, combining strengths for collective success overcoming differ- ences; 4) Applying an adaptive mindset: taking a broad view, adapting approaches to relevant situations, innovating by taking advantage of differences; 5) Achieving transformation: willing to face difficult things, bringing diverse people to achieve results [43]. Corporate culture Organizational culture is a system of shared understanding held by members about an organization that distinguishes two organizations from one another [44]. A macro view of culture gives an organization a distinct character [45]. Culture can be an advantage of an organization if the culture in the organization can support organizational goals and make the organization adaptable to rapidly changing times. Corporate or organizational culture is a set of values, beliefs, and ways of doing things [46]. Culture guides employees' daily activities to achieve certain goals [3]. Seven cultural values that can be used to measure corporate culture are adaptability, collaboration, community, customer orienta- tion, detail orientation, integrity, and result orientation [47]. The "AKHLAK" corporate culture is the basis for the achievement of BUMN's plans to build a world-class reputation, described as follows [48,48]: 1) Amanah (Trustworthy); means holding fast to the trust given; namely fulfilling promises and commitments, being responsible for tasks and decisions, and adhering to morals and ethics in acting; 2) Competent; means that you always continue to learn and develop your abilities, namely increasing self-competence to answer ever- changing challenges, helping others learn, and completing assign- ments with the best quality. 3) Harmonious means mutual care and respect for differences, respect for all people regardless of background, liking to help others, and building a conducive work environment. 4) Loyal; means being devoted and prioritizing the interests of the nation and state, namely maintaining the good name of fellow em- ployees, leaders, BUMN, and the State, being willing to achieve a bigger goal, and obeying the leadership as long as it does not conflict with law and ethics. 5) Adaptive; means continuing to innovate and be enthusiastic in ac- tivities or dealing with change, namely adapting quickly to be better, continuing to make improvements to keep up with technological developments, and acting proactively. 6) Collaborative; means building synergistic cooperation, providing opportunities for various parties to contribute, being open to work- ing together to produce added value, and mobilizing various re- sources for common goals. The Ministry of BUMN instructs BUMN to integrate AKHLAK's core values into the company's management system to ensure that every employee has behavior aligns with AKHLAK's core values [49]. Affective commitment The concept of affective commitment is based on attitudinal commitment theory (ACT), which focuses on an individual's desire to remain in the organization [50]. Affective commitment can result from specific behaviors that are freely chosen over time and can cause in- dividuals to feel affectively attached to the organization [51]. Affective commitment is one component of organizational commitment, which refers to the employees possessing emotional attachment to involve and

identify the organization [52]. Affective commitment is an employee's emotional attachment to the employer that strengthens the employee's sense of belonging and involvement with the organization [52,53]. Af- fective commitment is defined as employees' emotional level, attach- ment, identification, and involvement in the organization [54]. Employees' emotional attachment to the organization is called affective commitment [55]. Affective commitment is an employee's personal choice to remain committed to the organization through some emotional identification with the organization [13]. Employee performance According to Borman & Motowidlo [56], employee performance can be defined as activities formally recognized as part of the job and contributing to achieving organizational goals. Performance is a multi- dimensional concept, where at the most basic level, it is divided into the task and contextual performance [56]. Employee performance is the results achieved on employee activities with employee skills in various situations. Employee performance includes carrying out the assigned tasks according to the specified time, employee competence, and effectiveness and efficiency in carrying out work. There are two dimensions of employee performance: the action dimension, the behavioral aspect, and the result dimension, the per- formance aspect [57]. The determinants of individual performance differences have received a great deal of attention in research, for example, individual trait variables (e.g., cognitive abilities, personality, stable motivational dispositions, physical characteristics, and abilities), country variables (e.g., relevant knowledge and skills, attitudes, level of motivation), and situational characteristics (e.g., reward structure, peer managerial and leadership), and interactions between individuals [58]. There are eight basic substantive factors of individual performance in work roles, namely: 1) technical performance; 2) communication; 3) Initiative, persistence, and effort; 4) counterproductive work behavior; 5) supervisory, managerial, executive (i.e., hierarchical) leadership; 6) hierarchical management performance; 7) peer/team member leader- ship performance; 8) peer/team member management performance [58]. Inclusive leadership and corporate culture Currently, culture is seen as an intangible force with far-reaching consequences, so the leadership must see the cultural context rather than as a personal style in leading an organization [21]. Leaders play an important role in creating and framing initiatives to facilitate inclusion in the workplace [23]. Leader behavior is crucial in creating efficient working conditions and a strong organizational culture. Leadership and organizational culture are the two most important organizational ele- ments for a company to compete successfully and gain a sustainable advantage [22]. Taormina [59] revealed that leadership behavior and the domain of organizational socialization are related to and predictors of organizational culture [59]. Kargas & Varoutas [22] show a strong relationship between culture type and leadership style. Furthermore, Sürücü Yeşilada [24] revealed that the charismatic & leadership style is a leadership style that significantly influences orga- nizational culture. Leadership style improves corporate culture signifi- cantly [60,61]. Referring to the results of this empirical study, this study explores the relationship of inclusive leadership to the core values of "AKHLAK" which have been internalized as the work culture of BUMN employees throughout Indonesia, with the following first hypothesis (H1) formulation: H1: Inclusive leadership increases "AKHLAK" corporate culture significantly. How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

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", Psychology Research and Behavior Management, 2020">theory [62], How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">inclusive leadership can encourage How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">followers to feel that followers How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">are part of a How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">team, thus increasing followers How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">sense of belonging [63]. Leadership studies acknowledge the SI theory, which explains "leadership as a group process resulting from social classification and personalized processes related to social identity [64]. Through social exchange [26,65,66], leadership can influence affective commitment. Sevens show that workplace spirituality mediates the influence of spiritual leadership on organizational commitment [67]. People-oriented values (respect for people, transparency) and ethical behavior values (ethics, social responsibility, and transparency) are significant predictors of affective commitment [4]. Mahembe & Engel- brecht [29] revealed that there is a relationship between servant lead- ership and affective team commitment. Demirtas & Akdogan [54] showed that ethical leadership, directly and indirectly, affects affective commitment and turnover intention with the ethical climate as media- tion. Grego-Planer [13] shows that good leadership has a positive rela- tionship with affective commitment. The better the leadership, the higher the affective commitment of the subordinates. Choi et al. [19] showed a positive and significant impact of inclusive leadership on organizational commitment, whereas Wang et al. [30] revealed that inclusive leadership increases affective commitment significantly. Buskirk [68] reveals that inclusive leadership has a positive and significant relationship with affective commitment. An explanation of the link between inclusive leadership and affective commitment is as follows: 1) Inclusive leaders are open, listen and respond to followers' opinions, value followers' contributions, and share visions with fol- lowers so that followers tend to feel empowered, given freedom, treated fairly, and given trust [69]; thus, from an SC theory [25] such favorable treatment, motivates employees to reciprocate through an increased affective commitment to the organization [26]; and when employees like and respect their supervisors, they exhibit a high level of affective organizational commitment [70]. 2) Inclusive leaders who behave in a supportive manner can meet employees' socio-emotional needs for approval, appreciation, and affiliation, increasing affective commitment among employees to the organization [71]. 3) When inclusive leaders behave in a supportive manner, this is appreciated by employees so that uncertainty, anxiety, and employee role pressure are minimized [17], which in turn can increase employees' affective commitment to the or- ganization. Jiatong et al. [27] revealed that transformational leadership significantly increases affective organizational commitment and work performance. Therefore, this study explores the influence of inclusive leadership on the level of affective commitment of BUMN employees, which is formulated through the second hypothesis (H2) as follows: H2: Inclusive leadership increases affective commitment significantly. Inclusive leadership and employee performance SC theory states that a high-quality relationship enhances a sense of mutuality or reciprocity [42]. Leadership is essential in maintaining and improving employee performance in various situations. It is very important for the leader to follow the right direction and have high motivation to be successful and become a role model for the sub- ordinates in the organization. The relationship between leaders and followers becomes

important in various work results [40]. Focusing on the growth of the subordinate's value system, the level of motivation and morale of the subordinates with the growth of the talent of the subordinates is very important for managers in leadership positions [72]. Leadership is essential in individual job performance and organi- zational growth [31]. Organizational leaders in Indonesia during the post-COVID-19 pandemic must adapt to a new leadership style approach to maintain and improve employee performance [73]. Practicing inclusive leader- ship can contribute to solving small and big challenges in complex en- vironments [37]. Inclusive leaders can build open relationships with employees through the support and recognition of employees. Inclusive leadership can improve adaptive performance [15]. SC theory provides important theoretical insights into leader behavior and the leader's contribution to the desired outcomes of followers [10]; this principle supports the relationship between inclusive leadership and employee performance. This study aims to explore the impact of inclusive lead- ership on employee performance in several BUMNs in Indonesia, with the formulation of the third hypothesis (H3) as follows: H3: Inclusive leadership increases employee performance significantly. Corporate culture and affective commitment Corporate culture is considered a critical factor in improving or pursuing organizational goals [74]. According to Cameron & Quinn [75], a unique corporate culture can help companies reduce uncertainty, create social order, create continuity, create collective identity and commitment, and clarify a vision for the future. Organizational culture is an intangible property of the organization and has contributed significantly. Different organizational cultures tend to develop different types of employee commitment to their organizations, and most studies reveal a positive impact of culture on employee commitment [76]. Af- fective commitment is a bond between the employee and the organi- zation where the employee works. It is like a family, so employees are willing to give everything they have to improve performance. Internalization of organizational culture (shared values, beliefs, and mission) in employees can affect employees' emotional ties with the organization, thereby increasing affective commitment [51]. Azizollah et al. [45] show that organizational culture increases three dimensions of organizational culture (affective, continuance, normative). Further- more, Udin [77] revealed that national culture influences affective commitment. Furthermore, Setiawan et al. [78] stated that organiza- tional or corporate culture significantly increases affective commitment. This study explores the impact of "AKHLAK" corporate culture on the affective commitment of BUMN employees, with the formulation of the fourth hypothesis (H4) as follows: H4: "AKHLAK" corporate culture increases affective commitment significantly. Corporate culture and employee performance Performance is important for organizations because employee per- formance leads to organizational success; it is also important for in- dividuals because it can be a source of employee satisfaction [79]. Employee performance is influenced by organizational culture. Orga- nizational culture in the form of social norms, rituals, ways of doing work, and specific and unique ways of each organization can influence employee performance [74]. Ojo [80] revealed corporate culture's positive and significant influence on employee performance. Employee performance is an important element for the organization, leading to its effective development and growth. An effective culture in organiza- tional systems is needed to create a learning environment that encour- ages increased employee performance. Many researchers consider individual factors (i.e., ability and effort) important in highlighting the link between organizational culture and employee performance [81]. (Gardner & Schermerhorn, 2004). Adam et al. [74], AlShehhi et al. [82]; Syafii et al. [61] revealed that there is a positive and significant rela- tionship between organizational (corporate) culture and employee performance. Companies must form a corporate culture by increasing AKHLAK values to improve employee performance [83]. This study reconfirms several previous studies regarding the impact of "AKHLAK" corporate culture on employee performance, with the formulation of the fifth hypothesis (H5) as follows: H5: "AKHLAK" corporate culture increases employee performance significantly. Affective commitment and employee performance Increased employee internal performance is caused by employee commitment [84]. Employees with strong affective commitment are motivated to achieve higher performance levels and make more mean- ingful contributions than employees who express continuance or normative commitment [85]. Strong affective commitment is believed to be critical in organizational success to achieve higher performance. Affective commitment can impact individual behaviors, such as per- formance and organizational behavior [51]. There is a significant rela- tionship between organizational commitment and in-role performance [86]. Furthermore, Kim [87] revealed affective commitment affects performance in roles. Affective commitment can improve employee performance significantly

[55,88,89]. Furthermore, Adam et al. [74]; Loan [90] shows organizational commitment and employee performance. Employees have high affective obligations, so employees will want to stay at the company and influence employee performance. Employees are happy to do additional work for the company and willing to provide suggestions for improvements for the company's progress. Referring to the findings of previous studies, the sixth hypothesis (H6) in this study is formulated as follows: H6: Affective commitment increases employee performance significantly. The effect of inclusive leadership on affective commitment through corporate culture Organizational or corporate culture represents the general percep- tion shared by all organization members (C. P. [91]). Organizational culture can be interpreted as an image of leadership and is seen as an important goal of leaders, which includes interpersonal relations, envi- ronment, human personality development, employee performance and satisfaction, organizational image, and brand [92]. Leaders can influ- ence organizational culture by creating a shared vision, correcting inappropriate employee behaviors, opening lines of communication, and integrating and training new employees [93]. Subordinates are willing to cooperate with the leader if the leader's views are ethically consistent and acceptable to employees. If the subordinates do not support the values the leader desires, it will allow the growth of various subcultures within the organization (C. P. [91]). Ogbonna & Harris [94] revealed that organizational culture medi- ates the influence of leadership on company performance. Hosseini et al. [60] revealed that organizational culture is significantly mediated in the relationship between leadership style and organizational learning. Kaur Bagga et al. [95] demonstrate that organizational culture partially me- diates the relationship between transformational leadership and change management among virtual team employees. Based on previous empirical studies, this study explores the role of "AKHLAK" corporate culture in mediating the influence of inclusive leadership on the per- formance of BUMN employees, with the formulation of the seventh hypothesis (H7) as follows: H7: "AKHLAK" corporate culture mediates the effect of inclusive leadership on affective commitment. The effect of inclusive leadership on employee performance through corporate culture Leadership is one of the most important components in improving individual and organizational performance. Leadership is a reciprocal social influence process in which leaders and subordinates influence each other to achieve organizational goals [96]. Leadership is an enthusiastic atmosphere and culture in an organization. An effective leadership style can encourage excellence in developing organizational members [97]. A leader has no easy responsibility, so it takes a high commitment to complete tasks [98]. A leader is responsible for providing guidance and sharing knowledge with subordinates to lead subordinates to better performance and make subordinates experts in maintaining quality; this can be done by cultivating a quality work culture. Attitudes are part of organizational culture and employee perfor- mance, strengthening the relationship between organizational culture and performance [46]. Ali et al. [98] showed a strong relationship be- tween leadership style and quality work culture. Furthermore, Syafii et al. [61] revealed that corporate culture partially mediates the rela- tionship between leadership style and employee performance. Puni & Bosco [99] revealed that all corporate culture dimensions (innovative, bureaucratic, and competitive) significantly positively affected perfor- mance; however, bureaucratic culture recorded the highest contribu- tion. Furthermore, Lai et al. [100] revealed that work engagement mediates the relationship between transformational leadership and task performance. This study explores the mediating role of "AKHLAK" corporate culture on the influence of inclusive leadership on employee performance, so the eighth hypothesis (H8) is formulated as follows: H8: "AKHLAK" corporate culture mediates the effect of inclusive leadership on employee performance. The effect of inclusive leadership on employee performance through affective commitment In achieving company goals and good management, employees also contribute through their performance. Therefore, companies need to maintain employee performance so that it remains optimal, and one of the ways is by paying attention and forming an effective commitment to employees. Affective commitment from employees cannot be formed by itself but is assisted and supported by the company, especially top management or leaders. Organizational leadership must do everything necessary to inspire subordinates to improve work performance and achieve organizational success [28]. Employees with a high level of affective commitment are more willing and motivated to contribute significantly to the organization they work for and improve their per- formance inside and outside the role [50,101]. Choi et al. [19] revealed that organizational commitment mediates the relationship between inclusive leadership and employee creativity. There is an indirect influence of inclusive leadership on enhancing fol- lower taking charge through effective commitment [30]. Meanwhile, Zhu et

al. [102] revealed that inclusive leadership increases the crea- tivity of subordinates by increasing the psychological security of sub- ordinates, but inhibits the creativity of subordinates by reducing stress related to challenges. Saleem et al. [103] show that servant leadership strongly predicts affective beliefs, organizational member behavior (OCB), and task performance of subordinates, and affective beliefs fully mediate the effect of servant leadership on task performance, and partially mediate the effect of servant leadership on subordinate OCB. Duarte et al. [104] revealed the role of perfect mediation affective commitment to the influence of authentic leadership in increasing in- dividual performance. Furthermore, Donkor [28] reveals that organizational commitment mediates the effect of transactional leadership and laissez-faire leader- ship on subordinate job performance. Furthermore, Jiatong et al. [27] revealed that transformational leadership significantly increases affec- tive organizational commitment and work performance. Based on pre- vious researchers, this study explores the role of "AKHLAK" corporate culture on the effect of inclusive leadership on employee performance, with the formulation of the ninth hypothesis (H9) as follows: H9: Affective commitment mediates the effect of inclusive leadership on employee performance. The effect of corporate culture on employee performance through affective commitment Organizational commitment can be interpreted as the level of loyalty employees feel towards the organization where employees work and recognize the rules and values in the organization [105]. Many empir- ical studies have examined the relationship between organizational culture, commitment, and performance. Organizational culture can improve employee performance through affective commitment as a mediating variable [74,78]. Employees are willing to contribute more to work being handled if employees feel they have high affective commitment, where employees will perform better and even exceed standards. Strong organizational commitment is believed to be an important success in achieving higher performance, determined by a strong organizational culture. Udin [77] revealed that national culture, as measured by 5 dimensions adopted from G. Hofstede (namely power distance, masculinity, collectivism, uncertainty avoidance, and long-term orientation), impacts affective commitment, which affects employee performance. The higher the affective commitment, the greater the influence of organizational culture on employee performance, where employees who are committed to continuing to work in the organization are caused by strengthening perceptions of the organizational culture itself. To improve employee performance, organizations need to develop a strong and committed culture [74]. This study specifically focuses on affective commitment because it refers to various literature showing that affective commitment is influenced by organizational culture and has the stron- gest effect on job performance factors compared to other dimensions of organizational commitment. Therefore, the tenth hypothesis (H10) is formulated as follows: H10: Affective commitment mediates the influence of "AKHLAK" corporate culture on employee performance. This study examines the mediating role of corporate culture "AKH- LAK" on the impact of inclusive learning on affective commitment and employee performance. The research model is described in Fig. 1. Research methods Population and sample In hypothesis testing, this research uses a quantitative approach. The research population is permanent employees of state-owned companies engaged in manufacturing operating in the Madiun area. From the research permit processing process, it was determined that the research objects were three state-owned companies in the form of limited liability companies and with offices in Madiun (PT. IMSS, PT PLN (Persero) East Java Distribution Madiun Area, and PT. PN XI PG Pagotan). In accor- dance with permits from the Human Resources Department, the sample of permanent employees of PT IMSS, a subsidiary of PT Inka Multi Solusi (PT IMS), is 40 people; permanent employees of PT. PN XI PG Pagotan, and 45 permanent employees of PT PLN (Persero) East Java Distribution Madiun Area. So the total sample is 135 permanent employees from the three BUMNs. Distribution of questionnaires was facilitated by HR. Research tool In this study, the back-translation procedure was used to design (questionnaire) variable measurements. The initial English version was translated into Indonesian with some adjustments to suit the Indonesian context and then re-translated into the original language. This procedure is carried out until the two versions of the measuring scale match the meaning. This article has four scales, measured by a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The details of developing the scale are explained in the following paragraphs. Inclusive leadership is defined as a leader's display of openness, accessibility, and availability in leader-follower interaction, measured using the nine-item measure of inclusive leadership Carmeli et al. [40] with details: dimensions of openness (three items), availability di- mensions (four items), and accessibility dimensions (two items). Since respondents were

asked to rate the items for their immediate manag- er/leader, the wording of the items was slightly modified to suit this study. Example items include, "My leader is open to hearing new ideas" (openness), "My leader is available for consultation on problems" (availability), and "My leader is accessible for discussing emerging problems" (accessibility). Cronbach alpha for IL was 0.94; the same scale was used in other studies that reported high reliability [40,106,107]. Corporate culture "AKHLAK" is a behavioral guideline for HR of BUMN to be implemented in daily behavior and forms a work culture in BUMN, consisting of dimensions of "Amanah" or trustworthiness (two items), competent (four items); harmonious (three items), loyal (three items), adaptive (three items), and collaborative (three items). Examples of statement items:" I am responsible for the tasks, decisions, and actions were taken" (trustworthy); "I improve my competence to answer the ever-changing challenges" (competent); "I build a conducive work environment" (harmonious); "I obey the leadership as long as it does not conflict with law and ethics" (loyal); "I quickly adjust to being better" (adaptive); "I am open to working together to produce added value" (collaborative). Fig. 1. Research framework model. Affective commitment is defined as employees' emotional level, attachment, identification, and involvement in the organization. Affec- tive commitment is measured using 4 statement items referred to by Meyer & Allen [52], namely: "I am happy to spend the rest of my career in this company"; "I feel that the problems that occur in the company are also my problems"; "I feel proud to be a part of this company"; and "My values match the organization's values." According to the behavioral approach in management, employee performance is defined as the quantity or quality of something produced or services provided by someone in a particular job [108]. The di- mensions used in employee performance refer to several previous studies: work performance [109]; discipline [110,111]; creativity, cooperation, competence, and responsibility [109,111]. The employees themselves carry out employee performance measurements. Examples of statement items are as follows: "I work hard to get better results than my co-workers" (work performance); "I follow the rules applied by the company" (discipline); "I am able to find new solutions for solving problems in my work" (creativity); "I am able to cooperate with others in completing my work" (cooperation); "I master my field of work" (competence); "I am fully responsible for the result of my work" (Responsibility). Data was collected by distributing questionnaires for permanent employees to the three companies. The data collected through the questionnaire, processed with SPSS version 24 and Smart PLS version 3 went through three stages, namely the measurement model evaluation stage (validity and reliability test), the evaluation of common method variances, the model evaluation stage (R-square test, Q-Square predic- tive relevance, and F test), and the hypothesis testing stage. Mediation role testing uses an additional tool, the online Sobel test software. Result Validity and reliability analysis The level of intercorrelation between variables and factor analysis can be measured using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA), and convergent validity (loading factor). If the KMO MSA value is greater than 0.50, then the analysis process can be continued. Test the validity using the value of the loading factor (component matrix), which is considered adequate if the value is> 0.70. Reliability test using composite reliability (CR), Average Variance Extracted (AVE), and Cronbach Alpha (CA). A variable is reliable if it has a coefficient value between 0.60–0.79, which indicates acceptable reli- ability, and a coefficient value between 0.80–1.0 indicates good reli- ability ([112]: 311). The Keizer-Meyer-Olkin values shown in Table 1 are >0.60, and sig 0.00 (<0.05), and total explained variance > 0.50 so that all the in- dicators tested meet the requirements of factor analysis. Two measure- ments of employee performance were excluded from the test because they had a factor loading value far from 0.70, namely discipline and cooperation. The results of the rotated component matrix show that all measurements have a loading factor 0.70, so it can be stated that all > measurements have sufficient validity. The reliability test results show good reliability because the CR value is > 0.70; AVE value > 0.50; and CA value > 0.80. Assessments of common method variance Method bias is generally assessed using the variance inflation factor (VIF) calculated to assess multicollinearity. VIF values ranged from 1.000 to 1.842, much lower than the upper limit of 10.0 [113]. There- fore, the problem of multicollinearity does not affect this analysis. The multicollinearity test in the regression model is also seen from the Eigenvalue methods and Condition Index (CI). Eigenvalue is the vari- ance of the linear combination of variables; if the eigenvalue is very small (close to 0.05), it indicates multicollinearity [114]. In general, if CI <15 means weak multicollinearity, 1530 indicates strong multicollinearity [115]. The eigenvalue obtained exceeds 0.05, which ranges from 1.987 to 2.983, and the CI value obtained is less than 30, which ranges from 12.465 to

24.962. This shows that there are no symptoms of multi- collinearity in the serious regression model. Descriptive statistics (Mean) and correlation between variables The results of descriptive statistics (mean) and correlation between variables are shown in Table 2. The results of data processing in Table 2 reveal that respondents' responses to measuring the four research variables (inclusive leadership, corporate culture "AKHLAK", affective commitment, and employee performance) show high average values, ranging from 4.1093 to 4.4519 with an SD (Standard Deviation) value ranging from 0.488448 to Table 1 Validity and reliability constructs. Variables (Constructs) Measurement Dimensions Loading Factor >0.7 KMO >0.5 CR >0.7 AVE >0.5 CA >0.6 Inclusive Leadership "AKHLAK" Corporate Culture Affective Commitment Employee Performance Openness (Op) Availability (Av) Accessibility (Ac) Amanah (Am) Competent (Com) Harmonious (Har) Loyal (Lo) Adaptive (Adap) Collaborative (Col) Affective Commitment1 Affective Commitment2 Affective Commitment3 Affective Commitment4 Work Performance (WF) Creativity (Cre) Competency (Cp) Responsibility (Resp) 0.944 0.728 0.876 0.863 0.833 0.892 0.862 0.866 0.710 0.852 0.819 0.744 0.799 0.867 0.827 0.886 0.727 0.856 0.900 0.874 0.889 0.924 0.937 0.900 0.913 0.801 0.712 0.694 0.724 0.876 0.919 0.851 0.871 Table 2 Descriptive statistics and correlations for all variables. Variable Mean SD 1 2 3 4 5 6 1. Inclusive Leadership 2. "AKHLAK"corporate culture 3. Affective commitment 4. Employee Performance 5. Age 6. Gender 4.4519 .49079 4.3637 .48448 4.1093 .66608 4.2215 .62347 − .580*** − .625*** .676*** .551*** .660*** .185* .100 .081 .138 − .837*** − .168 .155 .128 .158 − .164 − N = 135. Notes: *p-value < 0.05; **p-value < 0.01; ***p-value < 0.001. 0.66608. Correlation test for all research variables, we also include age and gender as control variables. The test results shown in Table 2 show that the four research variables have a significant positive relationship at p <0.001, with the highest correlation value in the relationship between affective commitment and employee performance (0.837). The age variable has a significant relationship with inclusive leadership at p<0.05, while other variables have a significant relationship. The gender variable has no significant relationship with the four research variables. Evaluation fit model Model accuracy was tested using the R- Square test (R2) and F test. There is no definite measure of how much the R2 value is so that a model can be said to be good or meet the GoF criteria; some argue that a minimum R2 value of 0.60 is ideal, and some say at least 0.50. However, there are also experts who state that for social research the R2 value of 0.20 is sufficient. The results of the F test can also be used to evaluate the model's fit, namely as a guideline whether the contribution of the in- dependent variables' variability to the dependent variable's variability is significant or not. The value of R2 can be seen in Table 3. The R2 of sales in simple and multiple regression ranged from 0.302 to 0.681. The range of these numbers is stated to be quite good to good because the R2 of the survey data means that it is a cross-section ob- tained from many respondents at relatively the same time (135 re- spondents in this study), so the R2 value obtained is 0.20 or 0.30 which is Table 3 R2. Endogen Variable R2 AKHLAK" Corporate Culture 0.302 Affective Commitment 0.523 Employee Performance 0.681 quite good. In cross-sectional modeling based on survey data, Gans suggests that an R2 of around 10 %− 20 % is normal (https://stats.st ackexchange.com/) [116]. Furthermore, the results of due diligence as a whole show a value of χ2 = 440.068 and an NFI value of 0.772. The results of the model feasibility test showed that the structural equation model met the good fit criteria. Hypothesis testing Hypothesis testing results Table 4 and Fig. 2 illustrate that the path coefficient of the 6 hy- potheses is formulated. There are two hypotheses that are not accepted, namely H3 (Inclusive leadership increases employee performance significantly) and H5 ("AKHLAK" corporate culture significantly in- creases employee performance). This shows that inclusive leadership can significantly improve "AKHLAK" corporate culture, and effective commitment. Likewise, the "AKHLAK" corporate culture can increase affective commitment. Furthermore, the employee's affective commit- ment can improve employee performance. The test of mediating effects The results of testing the hypothesis of the mediating role of corpo- rate culture on the effect of inclusive leadership on affective commit- ment and employee performance, as well as the mediating role of affective commitment on the influence of inclusive leadership and corporate culture on employee performance, can be seen in Table 5. Test Sobel online at http://www.quantpsy.org/sobel/sobel.htm. Table 5 shows the results of the mediation test for the seventh (H7), ninth (H9), and tenth (H10) hypotheses are accepted, while the eighth hypothesis (H8) is not accepted, this can also be seen in Table 4, that the corporate culture "AKHLAK" is not can directly improve employee per- formance so that they are unable to act as mediating agents for the Table 4 Hypothesis testing results. Hypothesis Estimate S.E.

C.R. p Result H1 Inclusive leadership increases "AKHLAK" corporate culture significantly H2 Inclusive leadership increases affective commitment significantly H3 Inclusive leadership increases employee performance significantly H4 "AKHLAK" corporate culture increases affective commitment significantly H5 "AKHLAK" corporate culture increases employee performance significantly H6 Affective commitment increases employee performance significantly 0.549 0.092 0.279 0.087 0.038 0.060 0.532 0.085 0.137 0.071 0.784 0.060 5.968 *** 3.190 ** 7.618 0.532 6.261 *** 1.937 0.053 11.644 *** Accepted Accepted Not accepted Accepted Not accepted Accepted Notes: *p< 0.05; **p< 0.01; ***< 0.001. influence of inclusive leadership on employee performance. When viewed from the value of the influence of IL on AC before and after entering CC as mediation, the effect of IL on AC remains significant, this indicates that CC How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">plays a partial How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">mediating role in the influence of IL How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">on AC. Furthermore, CC acts as a full mediating IL effect on employee performance (EP). Likewise, affective commitment (AC) acts as a full mediating effect of CC on EP. Furthermore, AC How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">plays a full How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">mediating role in the effect How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">of IL How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">on EP. Discussion The results of the H1 test (Table 4) show that inclusive leadership can improve the "AKHLAK" corporate culture in the work environment. These results are consistent with previous studies which revealed a positive and significant relationship between leadership style and organizational culture [22,24,59–61]. The results of testing H2 also show that inclusive leadership can significantly increase affective commitment. Previous research [4,19] revealed the positive impact of inclusive leadership on organizational commitment. Furthermore, Demirtas & Akdogan [54] show that ethical leadership has direct and indirect effects on affective commitment and switching intentions in an ethical climate of mediation. Likewise, Wang et al. [30] revealed that inclusive leadership increases affective commitment significantly. Then, Grego-Planer [13] shows that good leadership has a positive relation- ship with affective commitment. Viewed from the perspective of SE theory, employees with positive perceptions of their leaders have a greater affective commitment [19], and SC theory [25] where if employees are treated well and benefit employees, it will motivate employees to reciprocate through an increased How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">affective commitment to the organization [26]. Referring to How Inclusive Leadership EnhancesFollower Taking Charge:

The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">the SI theory [62], How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">inclusive leadership can encourage How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">followers to feel part of a work How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">team so that followers' sense of belonging increases [63]. Inclusive leadership can increase the affective commitment of followers because: 1) How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">inclusive leadership can accept all How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">followers with different backgrounds equally and pay special attention to the distribution of benefits, especially to How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">disadvantaged groups in the organization, so that followers can feel the attention How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">and care of leader; 2) Inclusive leader- ship tolerates the characteristics of subordinates and encourages Table 5 Hypothesis test results with mediation. Hypothesis Path Sobel test Result H7 H8 H9 H10 IL   CC   AC IL   CC   EP IL   AC   EP CC   AC   EP 6.471*** 1.835 8.186*** 9.089*** Accepted (partial mediating) Not Accepted Accepted (full mediating) Accepted (full mediating) Notes: *How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">p < 0.05; **p < 0.01; ***p < 0.001. Fig. 2. How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">Results of hypothesis testing direct effect. How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">individuals with different backgrounds and different values to express themselves fully; 3) inclusive How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">leadership encourages all followers to get How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">help any time when a How

Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">new problem arises in the work environment. The results of the H3 test show that inclusive leadership cannot significantly improve employee performance. The results of this study have not been able to prove empirically the view of the SC theory which states that quality relationships increase a sense of togetherness or reciprocity, even though the leadership aspect is very important in maintaining and improving employee performance in various situations. This shows that inclusive leadership in companies that are the object of research has not been able to significantly boost employee performance. This can also be seen from the average response value of employees to measure inclusive leadership (4.4519) which is not much different from the average response value. employees for employee performance (4.2215). Meanwhile, research by Bataineh et al., [15] revealed that inclusive leadership can improve adaptive performance, so it is neces- sary to re-explore the empirical relationship between inclusive leader- ship and employee performance in Indonesian BUMNs, with a focus on adaptive employee performance. The results of testing H4 show that the core values "AKHLAK," which are applied as the daily work culture of BUMN employees, can increase affective. The role of corporate culture in increasing affective commit- ment has also been shown by several previous studies, such as Azizollah et al. [45], Setiawan et al. [78], Udin [77]. Previous empirical findings, such as Adam et al. [74]; AlShehhi et al. [82]; Kasmawati et al. [38]; Syafii et al. [61] also revealed that corporate culture has a positive and significant impact on employee performance. The average respondent's assessment of the core values of "AKHLAK" is in the high category (4.3637); this shows the success of the leadership and all BUMN stake- holders in internalizing the core values of "AKHLAK in the past year. The results of the H5 test show that the "AKHLAK" corporate culture in the three BUMNs which are the object of this research has not been able to significantly improve employee performance. However, regarding the impact of internalizing corporate culture "AKHLAK" on employee performance, this is not in line with previous studies which showed a significant influence of corporate culture on employee per- formance. ([81]; Gardner & Schermerhorn, 2004; [61,74,82]). This shows that the internalization of the core value "AKHLAK" is not optimal so that the impact is not significant in improving employee performance. As stated by Maulamin et al. [83], the Indonesian state-owned company needs to form a corporate culture by increasing AKHLAK values to improve employee performance. This was revealed in a study conducted by Hariyadi & Agustina [33] that only the competency values of the core AKHLAK values in 91 BUMN have an adequate level of implementation, while the other five AKHLAK values are included in the low category. The results of the H6 test show that affective commitment can improve employee performance significantly. This study shows a direct effect of affective commitment on employee performance. Employees want to devote themselves and stay in the organization to achieve employee goals because they align with the organization's goals and values. Employees with affective commitment want to remain in the company where they work, so they highly desire to use all efforts to contribute to achieving company goals [89]. Affective commitment is a bond between employees and the organization where employees work (such as family ties), so that employees are willing to give everything they have to improve their performance for the betterment of the or- ganization. Previous empirical evidence relevant to this study's results includes Ardiansyah & Afandi [55,88]; Karyono & Hakim [89], who show that affective commitment can significantly improve employee performance. The test results show that the "AKHLAK" corporate culture acts as a mediation for the partial influence of inclusive leadership on affective commitment (H7). These results are novel in this study and provide additional literature on the role of corporate culture in mediating individual-level behavior, namely between inclusive leadership and af- fective commitment and employee performance. Meanwhile, previous empirical studies revealed How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">the mediating role of organizational culture at How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">the organizational and group

levels, namely the influence of leader- ship on firm performance [94]; organizational culture mediates the relationship between leadership style and organizational learning [60]; organizational culture partially How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">mediates the relationship between transformational How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">leadership and change management among virtual team employees. The test results show that affective commitment as a full mediation of the influence of inclusive leadership on employee performance (H9). These findings support the SI theory, which explains that "leadership as a group process as a result of social classification and personalization processes related to social identity [64], where How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">inclusive leadership can encourage How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">followers to feel part of a work How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">team, so that How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">the sense of belonging of followers increases [63], so that affective commitment increases, and in turn increases employee performance [50,101]. Pre- vious empirical studies that are relevant to the results of this study were carried out by 1) Saleem et al. [103], who revealed that servant lead- ership significantly predicts affective beliefs, OCB, and task performance of subordinates; and affective beliefs as the full mediation of servant leadership influence on task performance; 2) Duarte et al. [104] revealed that How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">affective commitment plays a full How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">role in mediating How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">the influence of authentic How Inclusive Leadership EnhancesFollower Taking Charge: The Mediating Role of Affective Commitment and the Moderating Role of Traditionality

", Psychology Research and Behavior Management, 2020">leadership in improving individual performance;) Donkor [28] reveals that organizational commitment mediates the in- fluence of transactional leadership and laissez-faire leadership on sub- ordinate performance. Subsequent empirical findings reveal the role of affective commit- ment as a partial mediating effect of "AKHLAK" corporate culture on employee performance (H10). These findings add to the limited litera- ture on the mediating role of affective commitment in the relationship between leadership and employee performance. This is shown by the study's limitations, where one previous study in the literature [61] revealed that corporate

culture partially mediates the relationship be- tween leadership style and employee performance. Internalization of corporate culture in employees can affect employees' emotional ties with the organization, thereby increasing employee affective commit- ment [45,51,77,78], but on the other hand, internalization corporate culture can directly improve employee performance (Adam et al., 202; [82,61]). Implications Theoretical implications The results of this study have several major contributions. First, studies on inclusive leadership with the corporate culture "AKHLAK" in BUMNs in Indonesia are still limited to being studied by previous re- searchers. Hence, the results of this study add insight and literature on the application of leadership that is considered appropriate in the 21st century and its impact on increasing the internalization of the core value "AKHLAK" in BUMN employees. Inclusive leadership and strengthening the "AKHLAK" corporate culture into a work culture can increase employee affective commitment and employee performance so that the image and performance of BUMNs in Indonesia can be improved and further enhanced. This is possible because effective leadership practices and corporate culture play an important role in building employer branding, thus encouraging employees to continue joining and helping employees increase productivity [4]. Second. The partial mediation role of corporate culture on the in- fluence of inclusive leadership on affective commitment is a unique finding that needs to be reviewed by taking the object of the State Civil Apparatus (ASN), which is also being intensively improving through the internalization of "BerAKHLAK" core values (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative) and strengthening the ASN employer branding "Proud to Serve the Nation". Third. Another theoretical contribution of this research is the role of full mediating of affective commitment on the effect of inclusive lead- ership and corporate culture on employee performance. Theoretically, these findings provide additional insight that the main driver of subor- dinate performance is through the affective commitment of employees and the appropriate leadership style shown by leaders in this study using inclusive leadership dimensions (openness, availability, and accessi- bility). These findings enhance the understanding of subordinate atti- tudes towards the individual performance of subordinates and the impact of inclusive leadership on organizational behavior. This finding also proves empirically that the higher the affective commitment of an employee is influenced by the stronger positive organizational culture of the organization, so that in turn the employee's performance can be further improved on employee performance. Employees who are committed to continuing to work in the organization are due to the strengthening of positive perceptions of the organizational culture itself. Fourth. This finding reinforces the view of the performance triangle, which consists of three main elements: systems, leadership, and culture, which frames higher requirements for organizational improvement as a measure of success in the new era [117]. Success is the ultimate goal of organizational management, whereas culture creates, facilitates, or in- hibits knowledge transfer and defines the boundaries of collaboration [118]. That is, organizational culture can become an obstacle that limits knowledge sharing, creativity and success; therefore, an inclusive leadership role is needed to realize it through effective communication and interaction with others at all levels throughout the organization. Wilkens & Sprafke [119] identifies leaders/managers, individu- als/employees, and contextual in organizations (including culture) as micro variables in micro-foundations in dynamic capabilities theory. Practical implication Every different leader has a different leadership style in designing and internalizing a quality work culture in the workplace. The Indone- sian government has designed core values that must become the "AKHLAK" work culture for BUMN employees and the "AKHLAK" work culture for the State Civil Apparatus (ASN). This study reveals the pos- itive impact of "AKHLAK" internalization in everyday life in BUMN which is a research sample, namely affective commitment which in turn affects employee affective commitment to encourage employees to improve individual employee performance, and of course, this success cannot be separated from the role of every manager who is also a company leader with a leadership style that is relevant to the environ- ment. Inclusive leadership can be used as a relevant leadership style choice in the Industrial 5.0 era which is characterized by socioeconomic structural changes towards a sustainable future industry which aims to increase resilience, environmental sustainability and human-centricity [120–123]. Industry 5.0 challenges every organizational leader to respond to a VUCA environment while still paying attention to the human aspect. Management Company management must manage employee emotional intelligence so that satisfaction is high, so that employee loyalty can be increased [84], because increasing employee satisfaction can encourage employees to provide the best service for company customers [124], both internal consumers and external con- sumers

[125]. Affective commitment is rewarded by the positive feelings em- ployees feel towards the organization, so this determines the level of willingness of employees to contribute or sacrifice for the organization's benefit. Committed employees of the company are assets, so it is very important to handle them carefully through various HR practices (recruitment, training, remuneration, etc.). According to Ben Moussa & El Arbi [126], human acquisition resource information systems (HRIS) can facilitate these tasks. HR policy makers can use the results of this study as a basis for designing policies related to increasing affective commitment because each company may have a different level of af- fective commitment (some are low, and some are high). Conclusion There are seven proposed hypotheses that are accepted, namely 1) inclusive leadership significantly increases corporate culture "AKHLAK" (H1); affective commitment (H2); 2) "AKHLAK" corporate culture significantly increases affective commitment (H4); 3) affective commitment significantly increases employee performance (H6). Furthermore, the results of testing the mediation role reveal that: 1) "AKHLAK" corporate culture partially mediating on the effect of inclu- sive leadership on affective commitment (H7); 2) affective commitment as full mediating on the effect of inclusive leadership on employee performance (H9); 3) affective commitment as full mediating on the influence of "AKHLAK" corporate culture on employee performance (H10). The hypotheses that are not accepted are: 1) The role of inclusive leadership in improving employee performance (H3); 2) The role of "AKHLAK" corporate culture in improving employee performance; 3) The role of AKHLAK's corporate culture in mediating inclusive leader- ship relationships on employee performance. Limitations and future research This research was only conducted by distributing questionnaires through the company's HRD to some permanent employees at three BUMNs in Madiun City, East Java, Indonesia. Referring to the average BUMN AKHLAK Cultural Health Index of 62.5 % or quite healthy and in category B, but has several things that must be improved (survey period September 2020 to May 2021, https://actconsulting.co/tag/), [127] then the collection method can be done with a different approach, for example by using the AKHLAK BUMN Cultural Health Measurement & Mapping Report from the ACT Consulting website, to reach a wider range of BUMN employees to get an overall picture of the internalization of "AKHLAK" as a corporate culture. "AKHLAK" corporate culture is the government's strategy to improve employee work ethics and perfor- mance so that BUMN performance can improve and have resilience and a sustainable competitive advantage. Penelitian selanjutnya dapat mempertimbangkan Subsequent research can also conduct studies with the object of 'State Civil Apparatus by using the "Core Values of ASN BerAKHLAK" with dimensions of service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative which was inaugurated by President Joko Widodo on June 27, 2021. Funding This research received no external funding. Declaration of Competing Interest The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper. Data availability Data will be made available on request. Acknowledgments None.

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Mediation of "AKHLAK" corporate culture and affective commitment on the effect of inclusive leadership on employee performance

by Ukdc Perpustakaan 2

Mediation of "AKHLAK" corporate culture and affective commitment on the effect of inclusive leadership on employee performance

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ABSTRACT

Researchers and practitioners have claimed that leadership, culture, and employee commitment are important elements of an organization's success in the business world. The main objectives of this article are to analyze: 1) the mediating role of "AKHLAK" corporate culture on the effect of inclusive leadership on affective commitment and employee performance; 3) analyze the role of mediating affective commitment to the influence of inclusive leadership and corporate culture "AKHLAK" on employee performance. The research sample was 135 permanent employees at three BUMNs in the Madiun area, East Java, Indonesia. Data analysis used SPSS version 24, Smart PLS, and the online Sobel test. The test results show that: 1) "AKHLAK" corporate culture as a partial mediation of the influence of inclusive leadership on affective commitment; 2) "AKHLAK" corporate culture does not mediate the effect of inclusive leadership on employee performance, because the direct effect of "AKHLAK" corporate culture on employee performance is not significant; 3) affective commitment as a full mediation of the influence of inclusive leadership on employee performance; 4) affective commitment as a full mediation of the influence of corporate culture "AKHLAK" on employee performance.

Introduction

The sustainability of the company in the long term can be predicted from the principle values adopted and made into corporate culture. Corporate culture is essential in developing and maintaining employee commitment and is often a characteristic of successful organizations (C. [1]). Over the last few decades, corporate culture has become an important theme in management and business research because it can influence various outcomes desired by organizational and individual managers, such as commitment, loyalty, turnover intention, and satisfaction [2]. Corporate culture can improve management in coordinating and integrating people with diverse personal and cultural value systems [3]. Corporate culture also plays an important role in building employer branding, which can encourage employees to continue to join the company because they are attracted to the corporate culture they have and help employees increase productivity [4].

Corporate or organizational culture can be interpreted as a unique pattern of shared values, attitudes, rituals, beliefs, norms, expectations, socialization, and employee assumptions [5]. Corporate culture is a

management philosophy and a way of managing an organization to improve overall management effectiveness and performance (Kotter & Heskett, 1992 in [6]). Corporate culture is part of the corporate strategy, and a leader must ensure that corporate culture can drive all employees to give their best performance. Corporate culture influences organizational members' behavior [7]. The central role in shaping and controlling organizational culture lies with the leader [5]. Leadership creates and or enforces organizational culture [8]. Successful leaders act as "integrating forces" at two levels: integrating elements of the corporate identity structure and mediating between the corporate branding structure and the individual [9]. Hanh Tran & Choi [10] revealed that organizational learning culture partially mediates the relationship between inclusive leadership and organizational citizenship behavior. Inclusive leadership emerges as an ideal style to motivate diversified employees to be more aware of themselves and treat employees fairly [11]. Inclusive leadership, developed to manage workforce diversity, can also encourage innovative performance [12], and culture can increase organizational commitment and increase the consistency of employee behavior [3].

Leadership theories (transformational, authentic, ethical, servant, spiritual, and inclusive) play an important role in developing a moral approach to managing people and organizations [13]. As a managerial trait, leadership has morphed into many forms and styles over the years, and inclusive leadership is the leadership of the 21st century [14]. Inclusive leaders refer to the words and deeds of leaders who invite and appreciate the contributions of others [15,16]. Inclusive leaders always provide support for their followers [17]. The relationship between leaders and followers can be explained through social exchange processes based on social exchange theory [18]. Viewed from the social exchange (SE) theory perspective, employees with positive perceptions of their leaders have a more significant affective commitment [19]. Inclusive leadership is needed to encourage inclusivity in diverse teams [20]. Inclusive leaders produce efficiency in follower performance while respecting follower uniqueness with an empathetic and impartial approach. A study by Bhatnagar & Aggarwal [14] revealed that employee creativity, employee volunteering, and project success are more prominent consequences in research on inclusive leadership. Furthermore, Bataineh et al. [15] showed inclusive leadership's direct and indirect effects on adaptable performance with innovative work behavior as mediation.

For the most part, empirical research reveals that leadership roles vary widely due to cultural forces in the countries or regions where leaders function [21]. Leadership and organizational culture have long been necessary for organizational efficiency and performance. However, most literature overlooks the "culture-driven" trait of leadership (Alvesson, 2011 in [22]). Leaders are a crucial element that creates culture [5]. Leaders play an important role in adapting the culture. Leaders can adapt to culture through recruitment, outreach, cultural communication mechanisms, and role models [23]. The research results by Kargas & Varoutas [22] reveal a strong and significant relationship between leadership and organizational culture. Sürücü & Yeşilada [24] demonstrated that the charismatic leadership style is a leadership style that significantly influences corporate culture, while the transactional leadership style does not affect the current organizational culture.

Organizations need a leadership style that creates an environment that encourages subordinates to play a leading role in the organization through employees' affective commitment. From an SC theory [25], such favorable treatment motivates employees to reciprocate through an increased affective commitment to the organization [26]. SE Theory also provides a framework for studying employee and organizational relations, where social exchange is the basis of a quality relationship between employees and leaders. It is an interdependent relationship between two parties because it is a two-way transaction. Jiatong et al. [27] revealed that transformational leadership significantly increases affective organizational commitment and work performance. Donkor [28] shows that organizational success is highly dependent on employee commitment which can help reduce employee turnover. The affective commitment of employees to change becomes crucial when change occurs. The role of the leader can help the organization maintain employees' affective commitment in times of change. Affective commitment is also very important for every organization because it can have positive impacts, such as reducing employee absenteeism and reducing the risk of employee resignation. Mahembe & Engelbrecht [29] revealed a positive and significant relationship between servant leadership, team effectiveness, and affective team commitment. Donkor [28] proves that transformational and transactional leadership increase organizational dedication and commitment and partially mediate the relationship between the two leadership styles and employee performance in public sector organizations in Ghana. Furthermore, Wang et al. [30] revealed that inclusive leadership increases affective commitment significantly.

Improving the effectiveness and performance of employees is an important role of leaders. Leadership is essential in individual job performance and organizational growth [31]. Inclusive leadership, as a method that is open, effective, and accessible, is positively correlated with employee performance [19]. Performance-oriented and service-oriented leadership styles can be adopted to improve employee performance. Dastane [32] reveals a significant positive relationship between transformational, Laissez-faire, and democratic leadership styles on employee performance. Furthermore, Donkor [28] revealed that transformational and transactional leadership significantly improve employee performance [28].

The cases of the Garuda Indonesia and Jiwasraya mega scandals were incidents carried out by "Badan Usaha Milik Negara" (BUMN) and greatly attracted public attention, especially from the Indonesian people [33]. Another case occurred in an Islamic banking institution in 2021, namely the arrest of the head of an Islamic bank branch in Sidoarjo due to a fictitious financing case (nasional.kompas.com, 2021) [34]. Some of these cases are evidence of violations of top management values.

Concerning these problems, the Ministry of BUMN has determined the existence of AKHLAK as a core value that will serve as a guideline for BUMN employees to achieve better performance [35]. With the issuance of the Circular Letter of the Minister of BUMN of the Republic of Indonesia Number: SE-7/MBU/07/2020 dated 1 July 2020 concerning the Core Values of Human Resources (HR) for BUMN, each BUMN is required to implement the Core Values of BUMN HR as corporate culture is the basis for the formation of HR character within BUMN, Subsidiaries, and Consolidated Affiliated Companies becomes the basic symbol of BUMN behavior. The core values are AKHLAK, an acronym for "Amanah/Trustworthy, Kompeten/Competent, Harmonis/Harmonious, Loyal, Adaptif/ Adaptive, Kolaboratif/ Collaborative." It is hoped that AKHLAK will not just become a jargon or tagline but a culture in all BUMN to improve company performance and make the best contribution to society and the country (https://kumparan.com/) [36].

AKHLAK is the core value that all BUMN must uphold in running their business and carrying out their daily activities. It is expected to be a guide for the behavior of employees both in the office, at home, and in their surroundings. The government requires this because it hopes that the BUMN transformation process will be carried out thoroughly for every human resource. AKHLAK can be a moral guide in dealing with various shocks in the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era. BUMN needs an inclusive leadership approach that can answer global challenges in times of economic inequality, climate change, and unequal distribution of resources [37]. This is very important for companies to progress because there are various problems that BUMN has to face lately, namely moral values that are not upheld [38].

Hariyadi & Agustina [33] focuses on the AKHLAK internalization index, revealing that there is still a need to increase the internalization of AKHLAK implementation values in the values of Amanah, Competent, Harmony, Loyal, Adaptive, and Collaborative. The results of the study by Hariyadi & Agustina [33] revealed that only the competency values of the AKHLAK core values in 91 BUMN have a sufficient level of implementation, while the other five AKHLAK values are included in the low category, so these findings can be used as reference material for the Ministry of BUMN, practitioners and academics as the first benchmark data for measuring the organizational culture of BUMNs.

Research on AKHLAK core values has been carried out by Lestari & Lestira Oktamza [35] at Bank Syariah Indonesia; it was revealed that the effectiveness of AKHLAK core values impacts employee performance. This effectively demonstrates the efficacy of AKHLAK's core values as fundamental values that must be adhered to and implemented in daily work activities by all BUMN employees to realize quality and work performance as expected, ultimately reflecting increased employee performance. Furthermore, Kasmawati et al. [38] revealed that AKHLAK's Core Values positively and significantly affected employee productivity at PT PLN (Persero) Generation and Distribution Main Unit, Sulawesi.

As the development of previous research studies on the role of corporate culture in assessing the impact of a contemporary leadership approach, namely inclusive leadership, on employee behavior such as affective commitment and employee performance, this research was

conducted by taking a sample of employees from three BUMNs in the form of limited liability companies and having offices in Madiun ((PT IMSS, PT PLN (Persero) East Java Distribution Madiun Area, and PT PN XI PG Pagotan).

Theoretical background and hypothesis development

Inclusive leadership

The leadership process that promotes an experience of inclusion among followers is called inclusive leadership [39]. An inclusive leadership style represents "leaders who demonstrate openness, availability, and accessibility in their interactions with followers" [40]. The openness aspect indicates that the leader respects the views of subordinates, invites subordinates to participate in decision-making, and encourages subordinates to use new perspectives and innovative techniques to solve problems, and the availability aspect means that managers can help employees promptly when employees experience difficulties at work [41]. The aspect of accessibility is the capacity of a leader to pay attention to subordinates' needs and build close relationships with subordinates [19]. Inclusive leadership is people-oriented, where inclusive leaders are good at listening to employees' voices, encouraging employees to work, and appreciating employee contributions [16]. Open minds, efficient management, and availability are the traits of inclusive leaders [42].

Inclusive leadership is a new type of leadership that is stated as an effective way of leadership by emphasizing good relations in the process of interaction with subordinates and encouraging subordinates to actively participate in the organization through accessibility, interactive, fairness, and tolerance for mistakes as an effort to realize organizational support for the employee [40]. At the individual level, inclusive leadership focuses on the leader's and individual followers' vertical relationship, namely the leader's proactive behavior, to facilitate followers' experiences of belonging, uniqueness, autonomy, and competence [39].

An inclusive leader must have the skills to lead inclusively. Korn Ferry identified competencies that are essential for inclusive leadership, which it refers to as the five disciplines of inclusive leadership: 1) Building interpersonal trust: being honest, establishing good relationships by finding common ground while being able to appreciate different perspectives from oneself; 2) Integrate multiple perspectives: consider all viewpoints and needs of others; skill-fully navigate conflict situations; 3) Optimizing talent: motivating and supporting the growth of others, combining strengths for collective success; overcoming differences; 4) Applying an adaptive mindset: taking a broad view, adapting approaches to relevant situations, innovating by taking advantage of differences; 5) Achieving transformation: willing to face difficult things, bringing diverse people to achieve results [43].

Corporate culture

Organizational culture is a system of shared understanding held by members about an organization that distinguishes two organizations from one another [44]. A macro view of culture gives an organization a distinct character [45]. Culture can be an advantage of an organization if the culture in the organization can support organizational goals and make the organization adaptable to rapidly changing times. Corporate or organizational culture is a set of values, beliefs, and ways of doing things [46]. Culture guides employees' daily activities to achieve certain goals [3]. Seven cultural values that can be used to measure corporate culture are adaptability, collaboration, community, customer orientation, detail orientation, integrity, and result orientation [47].

The "AKHLAK" corporate culture is the basis for the achievement of BUMN's plans to build a world-class reputation, described as follows [48,48]:

1) Amanah (Trustworthy); means holding fast to the trust given; namely fulfilling promises and commitments, being responsible for tasks and decisions, and adhering to morals and ethics in acting;
2) Competent; means that you always continue to learn and develop your abilities, namely increasing self-competence to answer ever-changing challenges, helping others learn, and completing assignments with the best quality.
3) Harmonious means mutual care and respect for differences, respect for all people regardless of background, liking to help others, and building a conducive work environment.
4) Loyal; means being devoted and prioritizing the interests of the nation and state, namely maintaining the good name of fellow employees, leaders, BUMN, and the State, being willing to achieve a bigger goal, and obeying the leadership as long as it does not conflict with law and ethics.
5) Adaptive; means continuing to innovate and be enthusiastic in activities or dealing with change, namely adapting quickly to be better, continuing to make improvements to keep up with technological developments, and acting proactively.
6) Collaborative; means building synergistic cooperation, providing opportunities for various parties to contribute, being open to working together to produce added value, and mobilizing various resources for common goals.

The Ministry of BUMN instructs BUMN to integrate AKHLAK's core values into the company's management system to ensure that every employee has behavior aligns with AKHLAK's core values [49].

Affective commitment

The concept of affective commitment is based on attitudinal commitment theory (ACT), which focuses on an individual's desire to remain in the organization [50]. Affective commitment can result from specific behaviors that are freely chosen over time and can cause individuals to feel affectively attached to the organization [51]. Affective commitment is one component of organizational commitment, which refers to the employees possessing emotional attachment to involve and identify the organization [52]. Affective commitment is an employee's emotional attachment to the employer that strengthens the employee's sense of belonging and involvement with the organization [52,53]. Affective commitment is defined as employees' emotional level, attachment, identification, and involvement in the organization [54]. Employees' emotional attachment to the organization is called affective commitment [55]. Affective commitment is an employee's personal choice to remain committed to the organization through some emotional identification with the organization [13].

Employee performance

According to Borman & Motowidlo [56], employee performance can be defined as activities formally recognized as part of the job and contributing to achieving organizational goals. Performance is a multi-dimensional concept, where at the most basic level, it is divided into the task and contextual performance [56]. Employee performance is the results achieved on employee activities with employee skills in various situations. Employee performance includes carrying out the assigned tasks according to the specified time, employee competence, and effectiveness and efficiency in carrying out work.

There are two dimensions of employee performance: the action dimension, the behavioral aspect, and the result dimension, the performance aspect [57]. The determinants of individual performance differences have received a great deal of attention in research, for example, individual trait variables (e.g., cognitive abilities, personality, stable motivational dispositions, physical characteristics, and abilities), country variables (e.g., relevant knowledge and skills, attitudes, level of motivation), and situational characteristics (e.g., reward structure, peer

managerial and leadership), and interactions between individuals [58].

There are eight basic substantive factors of individual performance in work roles, namely: 1) technical performance; 2) communication; 3) initiative, persistence, and effort; 4) counterproductive work behavior; 5) supervisory, managerial, executive (i.e., hierarchical) leadership; 6) hierarchical management performance; 7) peer/team member leadership performance; 8) peer/team member management performance [58].

Inclusive leadership and corporate culture

Currently, culture is seen as an intangible force with far-reaching consequences, so the leadership must see the cultural context rather than as a personal style in leading an organization [21]. Leaders play an important role in creating and framing initiatives to facilitate inclusion in the workplace [23]. Leader behavior is crucial in creating efficient working conditions and a strong organizational culture. Leadership and organizational culture are the two most important organizational elements for a company to compete successfully and gain a sustainable advantage [22]. Taormina [59] revealed that leadership behavior and the domain of organizational socialization are related to and predictors of organizational culture [59]. Kargas & Varoutas [22] show a strong relationship between culture type and leadership style.

Furthermore, Sürücü & Yeşilada [24] revealed that the charismatic leadership style is a leadership style that significantly influences organizational culture. Leadership style improves corporate culture significantly [60,61]. Referring to the results of this empirical study, this study explores the relationship of inclusive leadership to the core values of "AKHLAK" which have been internalized as the work culture of BUMN employees throughout Indonesia, with the following first hypothesis (H1) formulation:

H1: Inclusive leadership increases 'AKHLAK' corporate culture significantly.

Inclusive leadership and affective commitment

From the perspective of Social Identity (SI) theory [62], inclusive leadership can encourage followers to feel that followers are part of a team, thus increasing followers sense of belonging [63]. Leadership studies acknowledge the SI theory, which explains "leadership as a group process resulting from social classification and personalized processes related to social identity [64]. Through social exchange [26,65,66], leadership can influence affective commitment. Sevens show that workplace spirituality mediates the influence of spiritual leadership on organizational commitment [67].

People-oriented values (respect for people, transparency) and ethical behavior values (ethics, social responsibility, and transparency) are significant predictors of affective commitment [4]. Mahembe & Engelbrecht [29] revealed that there is a relationship between servant leadership and affective team commitment. Demirtas & Akdogan [54] showed that ethical leadership, directly and indirectly, affects affective commitment and turnover intention with the ethical climate as mediation. Grego-Planer [13] shows that good leadership has a positive relationship with affective commitment. The better the leadership, the higher the affective commitment of the subordinates. Choi et al. [19] showed a positive and significant impact of inclusive leadership on organizational commitment, whereas Wang et al. [30] revealed that inclusive leadership increases affective commitment significantly.

Buskirk [68] reveals that inclusive leadership has a positive and significant relationship with affective commitment. An explanation of the link between inclusive leadership and affective commitment is as follows: 1) Inclusive leaders are open, listen and respond to followers' opinions, value followers' contributions, and share visions with followers so that followers tend to feel empowered, given freedom, treated fairly, and given trust [69]; thus, from an SC theory [25] such favorable

treatment, motivates employees to reciprocate through an increased affective commitment to the organization [26]; and when employees like and respect their supervisors, they exhibit a high level of affective organizational commitment [70]. Inclusive leaders who behave in a supportive manner can meet employees' socio-emotional needs for approval, appreciation, and affiliation, increasing affective commitment among employees to the organization [71]. 3) When inclusive leaders behave in a supportive manner, this is appreciated by employees so that uncertainty, anxiety, and employee role pressure are minimized [17], which in turn can increase employees' affective commitment to the organization. Jiatong et al. [27] revealed that transformational leadership significantly increases affective organizational commitment and work performance. Therefore, this study explores the influence of inclusive leadership on the level of affective commitment of BUMN employees, which is formulated through the second hypothesis (H2) as follows:

H2: Inclusive leadership increases affective commitment significantly.

Inclusive leadership and employee performance

SC theory states that a high-quality relationship enhances a sense of mutuality or reciprocity [42]. Leadership is essential in maintaining and improving employee performance in various situations. It is very important for the leader to follow the right direction and have high motivation to be successful and become a role model for the subordinates in the organization. The relationship between leaders and followers becomes important in various work results [40]. Focusing on the growth of the subordinate's value system, the level of motivation and morale of the subordinates with the growth of the talent of the subordinates is very important for managers in leadership positions [72]. Leadership is essential in individual job performance and organizational growth [31].

Organizational leaders in Indonesia during the post-COVID-19 pandemic must adapt to a new leadership style approach to maintain and improve employee performance [73]. Practicing inclusive leadership can contribute to solving small and big challenges in complex environments [37]. Inclusive leaders can build open relationships with employees through the support and recognition of employees. Inclusive leadership can improve adaptive performance [15]. SC theory provides important theoretical insights into leader behavior and the leader's contribution to the desired outcomes of followers [10]; this principle supports the relationship between inclusive leadership and employee performance. This study aims to explore the impact of inclusive leadership on employee performance in several BUMNs in Indonesia, with the formulation of the third hypothesis (H3) as follows:

H3: Inclusive leadership increases employee performance significantly.

Corporate culture and affective commitment

Corporate culture is considered a critical factor in improving or pursuing organizational goals [74]. According to Cameron & Quinn [75], a unique corporate culture can help companies reduce uncertainty, create social order, create community, create collective identity and commitment, and clarify a vision for the future. Organizational culture is an intangible property of the organization and has contributed significantly. Different organizational cultures tend to develop different types of employee commitment to their organizations, and most studies reveal a positive impact of culture on employee commitment [76]. Affective commitment is a bond between the employee and the organization where the employee works. It is like a family, so employees are willing to give everything they have to improve performance.

Internalization of organizational culture (shared values, beliefs, and mission) in employees can affect employees' emotional ties with the

organization, thereby increasing affective commitment [51]. Azizollah et al. [45] show that organizational culture increases three dimensions of organizational culture (affective, continuance, normative). Furthermore, Udin [77] revealed that national culture influences affective commitment. Furthermore, Setiawan et al. [78] stated that organizational or corporate culture significantly increases affective commitment. This study explores the impact of "AKHLAK" corporate culture on the affective commitment of BUMN employees, with the formulation of the fourth hypothesis (H4) as follows:

H4: "AKHLAK" corporate culture increases affective commitment significantly.

Corporate culture and employee performance

Performance is important for organizations because employee performance leads to organizational success; it is also important for individuals because it can be a source of employee satisfaction [79]. Employee performance is influenced by organizational culture. Organizational culture in the form of social norms, rituals, ways of doing work, and specific and unique ways of each organization can influence employee performance [74]. Ojo [80] revealed corporate culture's positive and significant influence on employee performance. Employee performance is an important element for the organization, leading to its effective development and growth. An effective culture in organizational systems is needed to create a learning environment that encourages increased employee performance. Many researchers consider individual factors (i.e., ability and effort) important in highlighting the link between organizational culture and employee performance [81]. (Gardner & Schermerhorn, 2004). Adam et al. [74], AlShehhi et al. [82]; Syafii et al. [61] revealed that there is a positive and significant relationship between organizational (corporate) culture and employee performance. Companies must form a corporate culture by increasing AKHLAK values to improve employee performance [83]. This study reconfirms several previous studies regarding the impact of "AKHLAK" corporate culture on employee performance, with the formulation of the fifth hypothesis (H5) as follows:

H5: "AKHLAK" corporate culture increases employee performance significantly.

Affective commitment and employee performance

Increased employee internal performance is caused by employee commitment [84]. Employees with strong affective commitment are motivated to achieve higher performance levels and make more meaningful contributions than employees who express continuance or normative commitment [85]. Strong affective commitment is believed to be critical in organizational success to achieve higher performance. Affective commitment can impact individual behaviors, such as performance and organizational behavior [51]. There is a significant relationship between organizational commitment and in-role performance [86]. Furthermore, Kim [87] revealed affective commitment affects performance in roles. Affective commitment can improve employee performance significantly [55,88,89].

Furthermore, Adam et al. [74]; Loan [90] shows organizational commitment and employee performance. Employees have high affective obligations, so employees will want to stay at the company and influence employee performance. Employees are happy to do additional work for the company and willing to provide suggestions for improvements for the company's progress. Referring to the findings of previous studies, the sixth hypothesis (H6) in this study is formulated as follows:

H6: Affective commitment increases employee performance significantly.

The effect of inclusive leadership on affective commitment through corporate culture

Organizational or corporate culture represents the general perception shared by all organization members (C. P. [91]). Organizational culture can be interpreted as an image of leadership and is seen as an important goal of leaders, which includes interpersonal relations, environment, human personality development, employee performance and satisfaction, organizational image, and brand [92]. Leaders can influence organizational culture by creating a shared vision, correcting inappropriate employee behaviors, opening lines of communication, and integrating and training new employees [93]. Subordinates are willing to cooperate with the leader if the leader's views are ethically consistent and acceptable to employees. If the subordinates do not support the values the leader desires, it will allow the growth of various subcultures within the organization (C. P. [91]).

Ogbonna & Harris [94] revealed that organizational culture mediates the influence of leadership on company performance. Hosseini et al. [60] revealed that organizational culture is significantly mediated in the relationship between leadership style and organizational learning. Kaur Bagga et al. [95] demonstrate that organizational culture partially mediates the relationship between transformational leadership and change management among virtual team employees. Based on previous empirical studies, this study explores the role of "AKHLAK" corporate culture in mediating the influence of inclusive leadership on the performance of BUMN employees, with the formulation of the seventh hypothesis (H7) as follows:

H7: "AKHLAK" corporate culture mediates the effect of inclusive leadership on affective commitment.

The effect of inclusive leadership on employee performance through corporate culture

Leadership is one of the most important components in improving individual and organizational performance. Leadership is a reciprocal social influence process in which leaders and subordinates influence each other to achieve organizational goals [96]. Leadership is an enthusiastic atmosphere and culture in an organization. An effective leadership style can encourage excellence in developing organizational members [97]. A leader has no easy responsibility, so it takes a high commitment to complete tasks [98]. A leader is responsible for providing guidance and sharing knowledge with subordinates to lead subordinates to better performance and make subordinates experts in maintaining quality; this can be done by cultivating a quality work culture.

Attitudes are part of organizational culture and employee performance, strengthening the relationship between organizational culture and performance [46]. Ali et al. [98] showed a strong relationship between leadership style and quality work culture. Furthermore, Syafii et al. [61] revealed that corporate culture partially mediates the relationship between leadership style and employee performance. Puni & Bosco [99] revealed that all corporate culture dimensions (innovative, bureaucratic, and competitive) significantly positively affected performance; however, bureaucratic culture recorded the highest contribution. Furthermore, Lai et al. [100] revealed that work engagement mediates the relationship between transformational leadership and task performance. This study explores the mediating role of "AKHLAK" corporate culture on the influence of inclusive leadership on employee performance, so the eighth hypothesis (H8) is formulated as follows:

H8: "AKHLAK" corporate culture mediates the effect of inclusive leadership on employee performance.

The effect of inclusive leadership on employee performance through affective commitment

In achieving company goals and good management, employees also contribute through their performance. Therefore, companies need to maintain employee performance so that it remains optimal, and one of the ways is by paying attention and forming an effective commitment to employees. Affective commitment from employees cannot be formed by itself but is assisted and supported by the company, especially top management or leaders. Organizational leadership must do everything necessary to inspire subordinates to improve work performance and achieve organizational success [28]. Employees with a high level of affective commitment are more willing and motivated to contribute significantly to the organization they work for and improve their performance inside and outside the role [50,101].

Choi et al. [19] revealed that organizational commitment mediates the relationship between inclusive leadership and employee creativity. There is an indirect influence of inclusive leadership on enhancing follower taking charge through effective commitment [30]. Meanwhile, Zhu et al. [102] revealed that inclusive leadership increases the creativity of subordinates by increasing the psychological security of subordinates, but inhibits the creativity of subordinates by reducing stress related to challenges. Saleem et al. [103] show that servant leadership strongly predicts affective beliefs, organizational member behavior (OCB), and task performance of subordinates, and affective beliefs fully mediate the effect of servant leadership on task performance, and partially mediate the effect of servant leadership on subordinate OCB. Duarte et al. [104] revealed the role of perfect mediation affective commitment to the influence of authentic leadership in increasing individual performance.

Furthermore, Donkor [28] reveals that organizational commitment mediates the effect of transactional leadership and laissez-faire leadership on subordinate job performance. Furthermore, Jiatong et al. [27] revealed that transformational leadership significantly increases affective organizational commitment and work performance. Based on previous researchers, this study explores the role of "AKHLAK" corporate culture on the effect of inclusive leadership on employee performance, with the formulation of the ninth hypothesis (H9) as follows:

H9: Affective commitment mediates the effect of inclusive leadership on employee performance.

The effect of corporate culture on employee performance through affective commitment

Organizational commitment can be interpreted as the level of loyalty employees feel towards the organization where employees work and recognize the rules and values in the organization [105]. Many empirical studies have examined the relationship between organizational culture, commitment, and performance. Organizational culture can improve employee performance through affective commitment as a mediating variable [74,78]. Employees are willing to contribute more to work being handled if employees feel they have high affective commitment, where employees will perform better and even exceed standards. Strong organizational commitment is believed to be an important success in achieving higher performance, determined by a strong organizational culture. Udin [77] revealed that national culture, as measured by 5 dimensions adopted from G. Hofstede (namely power distance, masculinity, collectivism, uncertainty avoidance, and long-term orientation), impacts affective commitment, which affects employee performance.

The higher the affective commitment, the greater the influence of organizational culture on employee performance, where employees who are committed to continuing to work in the organization are caused by strengthening perceptions of the organizational culture itself. To improve employee performance, organizations need to develop a strong and committed culture [74]. This study specifically focuses on affective commitment because it refers to various literature showing that affective commitment is influenced by organizational culture and has the strongest effect on job performance factors compared to other dimensions of organizational commitment. Therefore, the tenth hypothesis (H10) is formulated as follows:

H10: Affective commitment mediates the influence of "AKHLAK" corporate culture on employee performance.

This study examines the mediating role of corporate culture "AKHLAK" on the impact of inclusive learning on affective commitment and employee performance. The research model is described in Fig. 1.

Research methods

Population and sample

In hypothesis testing, this research uses a quantitative approach. The research population is permanent employees of state-owned companies engaged in manufacturing operating in the Madiun area. From the research permit processing process, it was determined that the research objects were three state-owned companies in the form of limited liability companies and with offices in Madiun (PT. IMSS, PT PLN (Persero) East Java Distribution Madiun Area, and PT. PN XI PG Pagotan). In accordance with permits from the Human Resources Department, the sample of permanent employees of PT IMSS, a subsidiary of PT Inka Multi Solusi (PT IMS), is 40 people; permanent employees of PT. PN XI PG Pagotan, and 45 permanent employees of PT PLN (Persero) East Java Distribution Madiun Area. So the total sample is 135 permanent employees from the three BUMNs. Distribution of questionnaires was facilitated by HR.

Research tool

In this study, the back-translation procedure was used to design (questionnaire) variable measurements. The initial English version was translated into Indonesian with some adjustments to suit the Indonesian context and then re-translated into the original language. This procedure is carried out until the two versions of the measuring scale match the meaning. This article has four scales, measured by a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The details of developing the scale are explained in the following paragraphs.

Inclusive leadership is defined as a leader's display of openness, accessibility, and availability in leader-follower interaction, measured using the nine-item measure of inclusive leadership Carmeli et al. [40] with details: dimensions of openness (three items), availability dimensions (four items), and accessibility dimensions (two items). Since respondents were asked to rate the items for their immediate manager/leader, the wording of the items was slightly modified to suit this study. Example items include, "My leader is open to hearing new ideas" (openness), "My leader is available for consultation on problems" (availability), and "My leader is accessible for discussing emerging problems" (accessibility). Cronbach alpha for IL was 0.94; the same scale was used in other studies that reported high reliability [40,106,107].

Corporate culture "AKHLAK" is a behavioral guideline for HR of BUMN to be implemented in daily behavior and forms a work culture in BUMN, consisting of dimensions of "Amanah" or trustworthiness (two items), competent (four items); harmonious (three items), loyal (three items), adaptive (three items), and collaborative (three items). Examples of statement items:" I am responsible for the tasks, decisions, and actions were taken" (trustworthy); "I improve my competence to answer the ever-changing challenges" (competent); "I build a conducive work environment" (harmonious); "I obey the leadership as long as it does not conflict with law and ethics" (loyal); "I quickly adjust to being better" (adaptive); "I am open to working together to produce added value" (collaborative).

H7: Inclusive Leadership → "AKHLAK" Corporate Culture → Affective Commitment

H8: Inclusive Leadership → "AKHLAK" Corporate Culture → Employee Performance

H9: Inclusive Leadership → Affective Commitment → Employee Performance

H10: "AKHLAK" Corporate Culture → Affective Commitment → Employee Performance

Fig. 1. Research framework model.

Affective commitment is defined as employees' emotional level, attachment, identification, and involvement in the organization. Affective commitment is measured using 4 statement items referred to by Meyer & Allen [52], namely: "I am happy to spend the rest of my career in this company"; "I feel that the problems that occur in the company are also my problems"; "I feel proud to be a part of this company"; and "My values match the organization's values."

According to the behavioral approach in management, employee performance is defined as the quantity or quality of something produced or services provided by someone in a particular job [108]. The dimensions used in employee performance refer to several previous studies: work performance [109]; discipline [110,111]; creativity, cooperation, competence, and responsibility [109,111]. The employees themselves carry out employee performance measurements. Examples of statement items are as follows: "I work hard to get better results than my co-workers" (work performance); "I follow the rules applied by the company" (discipline); "I am able to find new solutions for solving problems in my work" (creativity); "I am able to cooperate with others in completing my work" (cooperation); "I master my field of work" (competence); "I am fully responsible for the result of my work" (Responsibility).

Data was collected by distributing questionnaires for permanent employees to the three companies. The data collected through the questionnaire, processed with SPSS version 24 and Smart PLS version 3 went through three stages, namely the measurement model evaluation stage (validity and reliability test), the evaluation of common method variances, the model evaluation stage (R-square test, Q-Square predictive relevance, and F test), and the hypothesis testing stage. Mediation role testing uses an additional tool, the online Sobel test software.

Result

Validity and reliability analysis

The level of intercorrelation between variables and factor analysis can be measured using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA), and convergent validity (loading factor). If the KMO MSA value is greater than 0.50, then the analysis process can be continued. Test the validity using the value of the loading factor (component matrix), which is considered adequate if the value is > 0.70. Reliability test using composite reliability (CR), Average Variance

Extracted (AVE), and Cronbach Alpha (CA). A variable is reliable if it has a coefficient value between 0.60–0.79, which indicates acceptable reliability, and a coefficient value between 0.80–1.0 indicates good reliability ([112]: 311).

The Keizer-Meyer-Olkin values shown in Table 1 are >0.60, and sig 0.00 (<0.05), and total explained variance > 0.50 so that all the indicators tested meet the requirements of factor analysis. Two measurements of employee performance were excluded from the test because they had a factor loading value far from 0.70, namely discipline and cooperation. The results of the rotated component matrix show that all measurements have a loading factor > 0.70, so it can be stated that all measurements have sufficient validity. The reliability test results show good reliability because the CR value is > 0.70; AVE value > 0.50; and CA value > 0.80.

Assessments of common method variance

Method bias is generally assessed using the variance inflation factor (VIF) calculated to assess multicollinearity. VIF values ranged from 1.000 to 1.842, much lower than the upper limit of 10.0 [113]. Therefore, the problem of multicollinearity does not affect this analysis. The multicollinearity test in the regression model is also seen from the Eigenvalue methods and Condition Index (CI). Eigenvalue is the variance of the linear combination of variables; if the eigenvalue is very small (close to 0.05), it indicates multicollinearity [114]. In general, if CI <15 means weak multicollinearity, 15<CI<30 indicates moderate multicollinearity, and CI >30 indicates strong multicollinearity [115]. The eigenvalue obtained exceeds 0.05, which ranges from 1.987 to 2.983, and the CI value obtained is less than 30, which ranges from 12.465 to 24.962. This shows that there are no symptoms of multicollinearity in the serious regression model.

Descriptive statistics (Mean) and correlation between variables

The results of descriptive statistics (mean) and correlation between variables are shown in Table 2.

The results of data processing in Table 2 reveal that respondents' responses to measuring the four research variables (inclusive leadership, corporate culture "AKHLAK", affective commitment, and employee performance) show high average values, ranging from 4.1093 to 4.4519 with an SD (Standard Deviation) value ranging from 0.488448 to

Table 1
Validity and reliability constructs.

Variables (Constructs)	Measurement Dimensions	Loading Factor >0.7	KMO >0.5	CR >0.7	AVE >0.5	CA >0.6
Inclusive Leadership	Openness (Op)	0.944	0.728			0.876
	Availability (Av)	0.876		0.924	0.801	
	Accessibility (Ac)	0.863				
"AKHLAK" Corporate Culture	Amanah (Am)	0.833	0.892			0.939
	Competent (Com)	0.862		0.937	0.712	
	Harmonious (Har)	0.806				
	Loyal (Lo)	0.710				
	Adaptive (Adap)	0.852				
	Collaborative (Col)	0.819				
Affective Commitment	Affective Commitment1	0.744	0.799			0.851
	Affective Commitment2	0.867		0.900	0.694	
	Affective Commitment3	0.827				
	Affective Commitment4	0.886				
Employee Performance	Work Performance (WP)	0.727	0.856			0.871
	Creativity (Cre)	0.900		0.913	0.724	
	Competency (Cpi)	0.874				
	Responsibility (Resp)	0.899				

Table 2
Descriptive statistics and correlations for all variables.

Variable	Mean	SD	1	2	3	4	5	6
1. Inclusive Leadership	4.4519	.49079	–					
2. "AKHLAK" corporate culture	4.3637	.48448	.580***	–				
3. Affective commitment	4.1093	.66608	.625***	.676***	–			
4. Employee Performance	4.2215	.62347	.551***	.660***	.837***	–		
5. Age			.185*	.100	.168	.155	–	
6. Gender			.083	.138	.128	.158	.164	–

$N = 135.$

Notes: *p-value < 0.05; **p-value < 0.01; ***p-value < 0.001.

0.66608. Correlation test for all research variables, we also include age and gender as control variables. The test results shown in Table 2 show that the four research variables have a significant positive relationship at $p < 0.001$, with the highest correlation value in the relationship between affective commitment and employee performance (0.837). The age variable has a significant relationship with inclusive leadership at $p<0.05$, while other variables have a significant relationship. The gender variable has no significant relationship with the four research variables.

Evaluation fit model

Model accuracy was tested using the R-Square test (R^2) and F test. There is no definite measure of how much the R^2 value is so that a model can be said to be good or meet the GoF criteria; some argue that a minimum R^2 value of 0.60 is ideal, and some say at least 0.50. However, there are also experts who state that for social research the R^2 value of 0.20 is sufficient. The results of the F test can also be used to evaluate the model's fit, namely as a guideline whether the contribution of the independent variables' variability to the dependent variable's variability is significant or not. The value of R^2 can be seen in Table 3.

The R^2 of sales in simple and multiple regression ranged from 0.302 to 0.681. The range of these numbers is stated to be quite good to good because the R^2 of the survey data means that it is a cross-section obtained from many respondents at relatively the same time (135 respondents in this study), so the R^2 value obtained is 0.20 or 0.30 which is

Table 3
R^2.

Endogen Variable	R^2
AKHLAK" Corporate Culture	0.302
Affective Commitment	0.523
Employee Performance	0.681

quite good. In cross-sectional modeling based on survey data, Gans suggests that an R^2 of around 10 %–20 % is normal (https://stats.stackexchange.com/) [116]. Furthermore, the results of due diligence as a whole show a value of $\chi2 = 440.068$ and an NFI value of 0.772. The results of the model feasibility test showed that the structural equation model met the good fit criteria.

Hypothesis testing

Hypothesis testing results

Table 4 and Fig. 2 illustrate that the path coefficient of the 6 hypotheses is formulated. There are two hypotheses that are not accepted, namely H3 (Inclusive leadership increases employee performance significantly) and H5 ("AKHLAK" corporate culture significantly increases employee performance). This shows that inclusive leadership can significantly improve "AKHLAK" corporate culture, and effective commitment. Likewise, the "AKHLAK" corporate culture can increase affective commitment. Furthermore, the employee's affective commitment can improve employee performance.

The test of mediating effects

The results of testing the hypothesis of the mediating role of corporate culture on the effect of inclusive leadership on affective commitment and employee performance, as well as the mediating role of affective commitment on the influence of inclusive leadership and corporate culture on employee performance, can be seen in Table 5. Test Sobel online at http://www.quantpsy.org/sobel/sobel.htm.

Table 5 shows the results of the mediation test for the seventh (H7), ninth (H9), and tenth (H10) hypotheses are accepted, while the eighth hypothesis (H8) is not accepted, this can also be seen in Table 4, that the corporate culture "AKHLAK" is not can directly improve employee performance so that they are unable to act as mediating agents for the

Table 4

Hypothesis testing results.

Hypothesis		Estimate	S.E.	C.R.	p	Result
H1	Inclusive leadership increases "AKHLAK" corporate culture significantly	0.549	0.092	5.968	***	Accepted
H2	Inclusive leadership increases affective commitment significantly	0.279	0.087	3.190	**	Accepted
H3	Inclusive leadership increases employee performance significantly	0.038	0.060	7.618	0.532	Not accepted
H4	"AKHLAK" corporate culture increases affective commitment significantly	0.532	0.085	6.261	***	Accepted
H5	"AKHLAK" corporate culture increases employee performance significantly	0.137	0.073	1.937	0.053	Not accepted
H6	Affective commitment increases employee performance significantly	0.784	0.060	11.644	***	Accepted

Notes: $p < 0.05$; $*p < 0.01$; $*** < 0.001$.

influence of inclusive leadership on employee performance. When viewed from the value of the influence of IL on AC before and after entering CC as mediation, the effect of IL on AC remains significant, this indicates that CC plays a partial mediating role in the influence of IL on AC. Furthermore, CC acts as a full mediating IL effect on employee performance (EP). Likewise, affective commitment (AC) acts as a full mediating effect of CC on EP. Furthermore, AC plays a full mediating role in the effect of IL on EP.

Discussion

The results of the H1 test (Table 4) show that inclusive leadership can improve the "AKHLAK" corporate culture in the work environment. These results are consistent with previous studies which revealed a positive and significant relationship between leadership style and organizational culture [22,24,59-61]. The results of testing H2 also show that inclusive leadership can significantly increase affective commitment. Previous research [4,19] revealed the positive impact of inclusive leadership on organizational commitment. Furthermore, Demirtas & Akdogan [54] show that ethical leadership has direct and indirect effects on affective commitment and switching intentions in an ethical climate of mediation. Likewise, Wang et al. [30] revealed that inclusive leadership increases affective commitment significantly. Then, Grego-Planer [13] shows that good leadership has a positive relationship with affective commitment.

Viewed from the perspective of SE theory, employees with positive perceptions of their leaders have a greater affective commitment [19], and SC theory [25] where if employees are treated well and benefit employees, it will motivate employees to reciprocate through an increased affective commitment to the organization [26]. Referring to the SI theory [62], inclusive leadership can encourage followers to feel part of a work team so that followers' sense of belonging increases [63]. Inclusive leadership can increase the affective commitment of followers because: 1) inclusive leadership can accept all followers with different backgrounds equally and pay special attention to the distribution of benefits, especially to disadvantaged groups in the organization, so that followers can feel the attention and care of leader; 2) Inclusive leadership tolerates the characteristics of subordinates and encourages

Table 5

Hypothesis test results with mediation.

Hypothesis	Path	Sobel test	Result
H7	IL → CC → AC	6.471***	Accepted (partial mediating)
H8	IL → CC → EP	1.835	Not Accepted
H9	IL → AC → EP	8.186***	Accepted (full mediating)
H10	CC → AC → EP	9.089***	Accepted (full mediating)

Notes: $p < 0.05$; $**p < 0.01$; $***p < 0.001$.
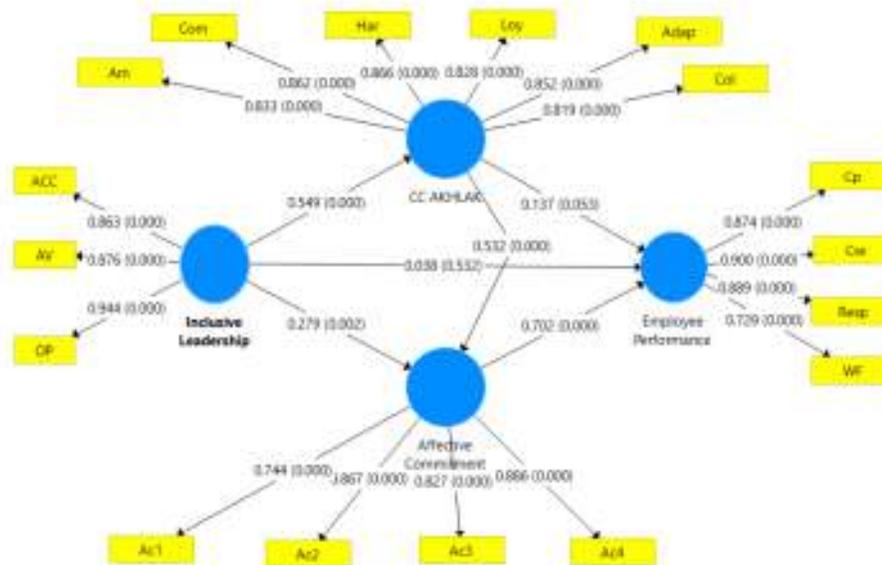
Fig. 2. Results of hypothesis testing direct effect.

individuals with different backgrounds and different values to express themselves fully; 3) inclusive leadership encourages all followers to get help any time when a new problem arises in the work environment.

The results of the H3 test show that inclusive leadership cannot significantly improve employee performance. The results of this study have not been able to prove empirically the view of the SC theory which states that quality relationships increase a sense of togetherness or reciprocity, even though the leadership aspect is very important in maintaining and improving employee performance in various situations. This shows that inclusive leadership in companies that are the object of research has not been able to significantly boost employee performance. This can also be seen from the average response value of employees to measure inclusive leadership (4.4519) which is not much different from the average response value. employees for employee performance (4.2215). Meanwhile, research by Bataineh et al., [15] revealed that inclusive leadership can improve adaptive performance, so it is necessary to re-explore the empirical relationship between inclusive leadership and employee performance in Indonesian BUMNs, with a focus on adaptive employee performance.

The results of testing H4 show that the core values "AKHLAK," which are applied as the daily work culture of BUMN employees, can increase affective. The role of corporate culture in increasing affective commitment has also been shown by several previous studies, such as Azizollah et al. [45], Setiawan et al. [78], Udin [77]. Previous empirical findings, such as Adam et al. [74]; AlShehhi et al. [82]; Kasmawati et al. [38]; Syafii et al. [61] also revealed that corporate culture has a positive and significant impact on employee performance. The average respondent's assessment of the core values of "AKHLAK is in the high category (4.3637); this shows the success of the leadership and all BUMN stakeholders in internalizing the core values of "AKHLAK in the past year.

The results of the H5 test show that the "AKHLAK" corporate culture in the three BUMNs which are the object of this research has not been able to significantly improve employee performance. However, regarding the impact of internalizing corporate culture "AKHLAK" on employee performance, this is not in line with previous studies which showed a significant influence of corporate culture on employee performance. [[81]; Gardner & Schermerhorn, 2004; [61,74,82]]. This shows that the internalization of the core value "AKHLAK is not optimal so that the impact is not significant in improving employee performance. As stated by Maulamin et al. [83], the Indonesian state-owned company needs to form a corporate culture by increasing AKHLAK values to improve employee performance. This was revealed in a study conducted by Hariyadi & Agustina [33] that only the competency values of the core AKHLAK values in 91 BUMN have an adequate level of implementation, while the other five AKHLAK values are included in the low category.

The results of the H6 test show that affective commitment can improve employee performance significantly. This study shows a direct effect of affective commitment on employee performance. Employees want to devote themselves and stay in the organization to achieve employee goals because they align with the organization's goals and values. Employees with affective commitment want to remain in the company where they work, so they highly desire to use all efforts to contribute to achieving company goals [89]. Affective commitment is a bond between employees and the organization where employees work (such as family ties), so that employees are willing to give everything they have to improve their performance for the betterment of the organization. Previous empirical evidence relevant to this study's results includes Ardiansyah & Afandi [55,88]; Karyono & Hakim [89], who show that affective commitment can significantly improve employee performance.

The test results show that the "AKHLAK" corporate culture acts as a mediation for the partial influence of inclusive leadership on affective commitment (H7). These results are novel in this study and provide additional literature on the role of corporate culture in mediating individual-level behavior, namely between inclusive leadership and affective commitment and employee performance. Meanwhile, previous empirical studies revealed the mediating role of organizational culture at the organizational and group levels, namely the influence of leadership on firm performance [94]; organizational culture mediates the relationship between leadership style and organizational learning [60]; organizational culture partially mediates the relationship between transformational leadership and change management among virtual team employees.

The test results show that affective commitment as a full mediation of the influence of inclusive leadership on employee performance (H9). These findings support the SI theory, which explains that "leadership as a group process as a result of social classification and personalization processes related to social identity [64], where inclusive leadership can encourage followers to feel part of a work team, so that the sense of belonging of followers increases [63], so that affective commitment increases, and in turn increases employee performance [50,101]. Previous empirical studies that are relevant to the results of this study were carried out by 1) Saleem et al. [103], who revealed that servant leadership significantly predicts affective beliefs, OCB, and task performance of subordinates; and affective beliefs as the full mediation of servant leadership influence on task performance; 2) Duarte et al. [104] revealed that affective commitment plays a full role in mediating the influence of authentic leadership in improving individual performance;) Donkor [28] reveals that organizational commitment mediates the influence of transactional leadership and laissez-faire leadership on subordinate performance.

Subsequent empirical findings reveal the role of affective commitment as a partial mediating effect of "AKHLAK corporate culture on employee performance (H10). These findings add to the limited literature on the mediating role of affective commitment in the relationship between leadership and employee performance. This is shown by the study's limitations, where one previous study in the literature [61] revealed that corporate culture partially mediates the relationship between leadership style and employee performance. Internalization of corporate culture in employees can affect employees' emotional ties with the organization, thereby increasing employee affective commitment [45,51,77,78], but on the other hand, internalization corporate culture can directly improve employee performance (Adam et al., 202; [82,61]).

Implications

Theoretical implications

The results of this study have several major contributions. *First*, studies on inclusive leadership with the corporate culture "AKHLAK in BUMNs in Indonesia are still limited to being studied by previous researchers. Hence, the results of this study add insight and literature on the application of leadership that is considered appropriate in the 21st century and its impact on increasing the internalization of the core value "AKHLAK in BUMN employees. Inclusive leadership and strengthening the "AKHLAK" corporate culture into a work culture can increase employee affective commitment and employee performance so that the image and performance of BUMNs in Indonesia can be improved and further enhanced. This is possible because effective leadership practices and corporate culture play an important role in building employer branding, thus encouraging employees to continue joining and helping employees increase productivity [4].

Second. The partial mediation role of corporate culture on the influence of inclusive leadership on affective commitment is a unique finding that needs to be reviewed by taking the object of the State Civil Apparatus (ASN), which is also being intensively improving through the internalization of "BerAKHLAK" core values (Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative) and strengthening the ASN employer branding "Proud to Serve the Nation".

Third. Another theoretical contribution of this research is the role of

full mediating of affective commitment on the effect of inclusive leadership and corporate culture on employee performance. Theoretically, these findings provide additional insight that the main driver of subordinate performance is through the affective commitment of employees and the appropriate leadership style shown by leaders in this study using inclusive leadership dimensions (openness, availability, and accessibility). These findings enhance the understanding of subordinate attitudes towards the individual performance of subordinates and the impact of inclusive leadership on organizational behavior. This finding also proves empirically that the higher the affective commitment of an employee is influenced by the stronger positive organizational culture of the organization, so that in turn the employee's performance can be further improved on employee performance. Employees who are committed to continuing to work in the organization are due to the strengthening of positive perceptions of the organizational culture itself.

Fourth. This finding reinforces the view of the performance triangle, which consists of three main elements: systems, leadership, and culture, which frames higher requirements for organizational improvement as a measure of success in the new era [117]. Success is the ultimate goal of organizational management, whereas culture creates, facilitates, or inhibits knowledge transfer and defines the boundaries of collaboration [118]. That is, organizational culture can become an obstacle that limits knowledge sharing, creativity and success; therefore, an inclusive leadership role is needed to realize it through effective communication and interaction with others at all levels throughout the organization. Wilkens & Sprafke [119] identifies leaders/managers, individuals/employees, and contextual in organizations (including culture) as micro variables in micro-foundations in dynamic capabilities theory.

Practical implication

Every different leader has a different leadership style in designing and internalizing a quality work culture in the workplace. The Indonesian government has designed core values that must become the "AKHLAK" work culture for BUMN employees and the "AKHLAK" work culture for the State Civil Apparatus (ASN). This study reveals the positive impact of "AKHLAK" internalization in everyday life in BUMN which is a research sample, namely affective commitment which in turn affects employee affective commitment to encourage employees to improve individual employee performance, and of course, this success cannot be separated from the role of every manager who is also a company leader with a leadership style that is relevant to the environment. Inclusive leadership can be used as a relevant leadership style choice in the Industrial 5.0 era which is characterized by socioeconomic structural changes towards a sustainable future industry which aims to increase resilience, environmental sustainability and human-centricity [120–123]. Industry 5.0 challenges every organizational leader to respond to a VUCA environment while still paying attention to the human aspect. Management Company management must manage employee emotional intelligence so that satisfaction is high, so that employee loyalty can be increased [84], because increasing employee satisfaction can encourage employees to provide the best service for company customers [124], both internal consumers and external consumers [125].

Affective commitment is rewarded by the positive feelings employees feel towards the organization, so this determines the level of willingness of employees to contribute or sacrifice for the organization's benefit. Committed employees of the company are assets, so it is very important to handle them carefully through various HR practices (recruitment, training, remuneration, etc.). According to Ben Moussa & El Arbi [126], human acquisition resource information systems (HRIS) can facilitate these tasks. HR policy makers can use the results of this study as a basis for designing policies related to increasing affective commitment because each company may have a different level of affective commitment (some are low, and some are high).

Conclusion

There are seven proposed hypotheses that are accepted, namely 1) inclusive leadership significantly increases corporate culture "AKHLAK" (H1); affective commitment (H2); 2) "AKHLAK" corporate culture significantly increases affective commitment (H4); 3) affective commitment significantly increases employee performance (H6). Furthermore, the results of testing the mediation role reveal that: 1) "AKHLAK" corporate culture partially mediating on the effect of inclusive leadership on affective commitment (H7); 2) affective commitment as full mediating on the effect of inclusive leadership on employee performance (H9); 3) affective commitment as full mediating on the influence of "AKHLAK" corporate culture on employee performance (H10). The hypotheses that are not accepted are: 1) The role of inclusive leadership in improving employee performance (H3); 2) The role of "AKHLAK" corporate culture in improving employee performance; 3) The role of AKHLAK's corporate culture in mediating inclusive leadership relationships on employee performance.

Limitations and future research

This research was only conducted by distributing questionnaires through the company's HRD to some permanent employees at three BUMNs in Madiun City, East Java, Indonesia. Referring to the average BUMN AKHLAK Cultural Health Index of 62.5 % or quite healthy and in category B, but has several things that must be improved (survey period September 2020 to May 2021, https://actconsulting.co/tag/), [127] then the collection method can be done with a different approach, for example by using the AKHLAK BUMN Cultural Health Measurement & Mapping Report from the ACT Consulting website, to reach a wider range of BUMN employees to get an overall picture of the internalization of "AKHLAK" as a corporate culture. "AKHLAK" corporate culture is the government's strategy to improve employee work ethics and performance so that BUMN performance can improve and have resilience and a sustainable competitive advantage. Penelitian selanjutnya dapat mempertimbangkan Subsequent research can also conduct studies with the object of 'State Civil Apparatus by using the "Core Values of ASN BerAKHLAK" with dimensions of service-oriented, accountable, competent, harmonious, loyal, adaptive, and collaborative which was inaugurated by President Joko Widodo on June 27, 2021.

Data availability

Data will be made available on request.

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