

**THE IMPACT OF INCLUSIVE LEADERSHIP ON EMPLOYEE VOICE
BEHAVIOUR**

**WITH MEDIATING ROLE OF PSYCHOLOGICAL SAFETY IN
FIVE-STAR HOTELS IN COLOMBO DISTRICT**

by

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ABSTRACT

This research provides a comprehensive understanding of how Inclusive Leadership influences Employee Voice Behaviour, with Psychological Safety playing a mediating role, within five-star hotels in Colombo, Sri Lanka. The study explores the five dimensions of Inclusive Leadership: Supporting Team Members, Ensuring Justice and Equity, Shared Decision-Making, Maintaining Availability, and Demonstrating Openness and their impact on four types of Employee Voice Behaviour: Supportive Voice, Constructive Voice, Defensive Voice, and Destructive Voice.

Grounded in existing literature, a conceptual framework was developed to investigate the direct and indirect relationships among the variables. Primary data was collected through a structured questionnaire distributed among 400 employees working in front-office, housekeeping, food and beverage, and guest services departments of the selected five-star hotels in Colombo, using a convenience sampling technique. The study employed univariate (descriptive), bivariate (correlation), and multivariate (regression and mediation) analyses to examine the proposed hypotheses.

The findings reveal a significant positive relationship between Inclusive Leadership and Employee Voice Behaviour. Moreover, Psychological Safety was found to partially mediate the relationship, indicating that inclusive leadership fosters a psychologically safe environment, which in turn encourages employees to express their opinions and ideas openly. This highlights the critical role of inclusive leadership in promoting constructive employee communication and enhancing organizational performance in high-pressure service industries.

This research contributes to the theoretical understanding of leadership and voice behaviour by examining the underexplored role of Psychological Safety in a South Asian hospitality context. It also provides practical insights for hospitality managers on how to cultivate inclusive practices that promote employee engagement and innovation.

Keywords: *Inclusive Leadership, Employee Voice Behaviour, Psychological Safety, Hospitality Industry, Colombo, Leadership Behaviour, Organizational Communication*

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