

The Intermediary effect of Social Entrepreneurship through Inclusive Leadership to sustainable value creation

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Abstract

The study aims to test the intermediate effect of social entrepreneurship in enhancing the relationship between the overall leadership and sustainable value creation to help the organizations achieve profitability and social leadership and face competition and develop their potential to address the problems they face. To achieve this, they took a sample of (296) in Karbala governorate; the data collected by using questioned which was analyzed by using some statistical analysis tools. The study concluded that social leadership strongly mediates the relationship between overall leadership and sustainable value creation. It has achieved the research hypotheses with leaders who have the talent and patience to do with success and can develop creativity and can solve societal problems. They will take risks and add social programs and profitability to create sustainable value and develop a basic business strategy capable of addressing basic social issues by identifying new and scalable resources for developing competitive advantages that generate measurable profit.

Keywords: Inclusive Leadership, Social Entrepreneurship, Sustainable Value Creation. L31 , Q01

Introduction

The inclusive leadership embodied in the leader who combines all the skills and managerial skills required to strengthen the organization's foundations and can achieve commitment and applying change through the courage. he owns and identifying the weaknesses and addressing them through his philosophy of inclusiveness and having the wonderful intelligence in exploiting opportunities and acting with awareness, knowledge, and understanding and can communicate honestly and frankly with all employees and instilling the spirit of cooperation among them and recognizing the efforts of others and their actual contributions. He believes that every individual has the inherent energy in himself and that role of the inclusive leader is to provide the environment to allow this energy to exist. When inclusive leadership achieved correctly, it will move the organization to a second stage and be abler to enter the field of Social Entrepreneurship, which has become one of the most frequently discussed issues in the organizations to improve its image in society and reflect a positive attitude towards the organization by society. Social entrepreneurship is a multidimensional construct that includes values and leading behaviors to achieve social goals. It is a an ingenious idea

that addresses a social issue and is applicable as a pilot project that solves existing problems and achieves social impact and sustainability. It is like non-traditional thinking attempts to make a revolutionary transformation to face social challenges. Social Entrepreneurship should involve a strategy to create sustainable value and provide lasting solutions to problems inherent in society and to have a positive impact on societies that have long suffered from marginalization and deprivation by state actors and institutions. Measure this impact by comparing the state of this community before the emergence of creative solutions to the problems and beyond. The impact of social Entrepreneurship is on three levels of time. In the short term, it is to create jobs and increase savings from public spending. In the medium term, it works on the well-being of the society, improving its conditions, increasing productivity and development projects. Finally, in the long run, social entrepreneurship is the creation and investment of social capital. It reflects this in creating sustainable value. Sustainable value is the continuous development of land, cities, communities, and businesses, to meet the needs of the present without compromising the ability of future generations and the capability to address the environmental threat Sustainable value, requires improved living conditions for all individuals without increasing the use of natural resources beyond the capacity of the planet. The most important challenge is the weakness or lack of a culture of sustainability. If this culture exists in every individual and understands it, we can reduce many environmental disasters and crises by instilling this culture for everyone and each person has self-control in creating sustainable value and reducing excessive consumption.

The theoretical side.

Inclusive leadership

That inclusive leadership creates uniqueness and belonging to the development of relations at all levels of the organization. so that the tasks can achieve for mutual benefit, achieve long-term results and achieving inclusive leadership effective means to do things with people, then employees realize that they included and feel the belonging and great value in the uniqueness of identity and the emergence of high-quality relations (Sugiyama, 2016) are characterized by the high ability to adapt continuously to changing environments. (Najmaei, 2018). There are many theories of leadership consistent with the theory of inclusive leadership which rejects hierarchy, and its accompanied by bureaucratic forms of organization. The inclusive leadership comprises several outstanding practices such as calling for integration, educating participants, developing critical awareness and fostering dialogue, emphasizing education, adopting a comprehensive policy and decision-making strategy (Ryan, 2006). Rayner (2009, 439) points to three principles of inclusive leadership that interact dynamically to achieve consistency:

The integrative principle of leadership It facilitates the collection, synthesis, use, acquisition, and management of knowledge.

The principle of leadership relations and interaction as a mediation between the structure and the agency and this reflects the activity that focuses on ways and means and is always in specific contexts according to purpose and people and practical application developed.

Functional Principle of Leadership as a rule leadership requires continuous learning, adaptation, effective application, and knowledge management as part of its work.

Randel et al. (2017) added that the inclusive leadership is the words and actions that the leader shows and refers to an invitation or appreciation and portrayed as attempts by leaders to engage others in discussions and decisions where their voices and views may be absent. Similar to the conduct of training and participatory leadership, the activation of the leader's inclusiveness reduces the turnover of groups and promotes rules of equality and integration that facilitate power sharing and contribute to the development of relations. The holistic leader must recognize the importance of personal religious practices because of their impact on potential community partnerships and the promotion of social justice (Marshall, 2014). The culture is one factor that contributes to the promotion or discouragement of inclusive leadership. It contributes to introducing many leadership practices. Culture requires a common commitment of the staff to the processes. It results in enhanced participation, mutual learning, and transferring experience. Inclusive leadership plays a role in reducing social isolation and increasing commitment and cooperation (Kugelmass, 2003).

An inclusive leadership approach is a method of transaction or non-intervention. It has over one management style. It is a more visionary leadership model capable of integrating teams more effectively in creative business contexts (Rindfleish, 2018). and The practice of inclusive leadership can help people to reveal their own self-understanding by providing them with knowledge about their own situations. Such practices can reveal how others collude with others in their own misfortunes and finally contribute to building forms for staff development in their weekly routine (Ryan, 1999)., It also affects the well-being of the employee and the increase in creative behavior thanks to the motivational effects of the inclusive leadership style, and the increase in employee satisfaction, commitment, and participation in creative tasks and help build strong relationships between leaders and followers based on mutual learning (Choi et al., 2016). They are leaders who show openness, accessibility, and availability in their interactions with subordinates. They represent a model of relational leadership where the focus is on leaders who listen to and care for the needs of their followers and who consistently see and support their followers and maintain open communication. (Choi et al, 2015) , Sugiyama et al, 2016. Members of the organization and their team, whose voices respected, are the essence of relational leadership and contribute to the facilitation of mental integrity and increased participation in the creative task of creating and contributing to increased creativity and creativity in the employee (Carmeli et al, 2010). And help to eliminate social exclusion (Millar & Poole, 2010) emphasized the inclusive leadership role in addressing social exclusion, developing small businesses, and developing relationships between women and men.

Social Entrepreneurship

They have defined social Entrepreneurship as a structured activity with a clear goal of addressing societal pain significantly in the developing and developed world. It is a simple term with a complex set of meanings. The complexity of social organizations has increased with organizations that combine charitable, business and non-profit businesses within the same market. There are several characteristics that characterize social entrepreneurs from ordinary entrepreneurs or charities, namely the dominance of the social mission, the importance of creativity, and the role of income (Lepoutre et al., 2013). Curry et al (2016) defined it as a process of respecting traditional cultural elements, eliminating traditional economical methods of managing a business, disrupting

the current economic situation through creative processes and developing new combinations of resources that allow social, economic and environmental creativity for change and development. Benefit the community and enjoy the broad knowledge of private business to achieve social change. Non-profit organizations have a dual purpose mission that combines the sustainability of business with social outcomes. Organizations with social Entrepreneurship combine two distinct objectives in one integrated mission aimed at sustaining business and social outcomes (Di Zhang & Swanson, 2013). Anderson & Ford (2015) defined actions as the uncertainty to generate a new social value or social expression. (Hibbert et al., 2005) has different concepts and definitions of social Entrepreneurship worldwide. He emphasized the existence of three concepts: social entrepreneurship, Social entrepreneurs, and social entrepreneurship. They are:

Social entrepreneurial: where the entrepreneurial spirit is always present in the people who run these organizations. The responsible person makes the organization work in the social, voluntary or societal spheres and can innovate in addressing social problems and the ability to create the double value of the organization (social, economic).

Social Entrepreneur: It is the dividing line with a powerful new idea that combines creativity with the realistic solution of problem-solving creativity. It has a strong moral fiber and has the vision to change people's understanding of where there is an opportunity to meet some unmet needs of the state welfare system.

Social Entrepreneurship: It includes cooperatives, associations, and institutions, and any society-oriented society, which are non-profit organizations that have established profit-making activities for survival and become more independent of donations and subsidies and can adopt a profitable and non-profit organizational structure Social value. Busenitz et al (2016), is an important vehicle used by individuals and teams to engage specific social needs through the development of viable economic organizations with a dual purpose of creating social value with adequate profits to maintain to the Organization and to meet social needs in a sustainable manner. It is a creative activity with a social purpose in the profit sector or in social or corporate non-profit projects. It is the activities and processes carried out to discover, identify and exploit opportunities to enhance social wealth through the establishment of new projects or the management of existing organizations. Social institutions are socially oriented and their surpluses are reinvested mainly for social rather than being driven to increase shareholder profits. This confirms that financial drivers achieve sustainability for social institutions. (Lough & McBride, 2013) The goals of social entrepreneurship are consistent with the goals of sustainable development. Both concepts seek to meet the needs of the present, achieve social justice, economic prosperity and achieve Organizational capacity in a sustainable manner (Meyer & Gauthier, 2013).

Sustainable value creation

Companies Sustainable Value Creation by adapting and developing their business models over time by linking critical capabilities and subsequent activities with strategies to Sustainable Value Creation, (Achtenhagen et al, 2013). Gardetti (2016) noted that to create short- and long-term value, two variables, spatial and temporal, must be available. The temporal variable reflects the need for the organization to manage today's business while creating the technologies and markets of

tomorrow in one. In contrast, the spatial variable reflects the need for the organization to nurture and protect regulatory skills and internal technologies and capabilities while providing new horizons and knowledge to the organization, stakeholders and externals.

The Sustainable Value Creation is in the form of three concepts, for example, economic sustainability through which the organization works for the benefit of its owners to maximize their wealth and focus on the costs incurred in the mentioned Social and environmental aspects. The second concept refers to environmental or ecological sustainability. Several studies have confirmed that the organization is related to its natural environment. The third concept is social sustainability. In the present era, companies that concerned with social responsibility and social justice are the subject of interest and welcome by many individuals and institutions. Community and stakeholder involvement (Vincenza Ciasullo & Troisi, 2013). It is an innovative behavior to create social, economic and environmental gains through cooperative investments today without compromising the future generation and stressing the need for attention Corporate social responsibility and respond to the organization strategies of institutional needs and gain legitimacy through differentiation and value creation with the community and ease the negative external factors and seek to respond proactively to the opportunities and challenges emerging (Ahen & Zetting, 2015). It is necessary to identify strategic capacities that will help sustainable value creation and may require public-private partnerships. The sustainable value creation has the effect of reducing negative environmental impact, improving energy and resource efficiency, minimizing waste generation and improving product quality (Badurdeen & I.Jawahir, 2017). the industrial engineering enhanced by innovation enhances the capacity of the Organization to sustainable value creation Practices (Bilge et al, 2016). The application can create sustainable value by supporting multi-disciplinary capacity engineers to understand the conditions and requirements and develop solutions from different points of view with increasing the efficiency of value creation (bilge et al, 2016). Costs, improved product quality and improved performance (Bradley et al, 2017). With the intensification of global competition for resources and markets, the ability to create sustainable value for customers is one of the key factors in the performance of organizations and they characterized by the rapid change of all species. This vital task requires great leadership, organizational agility and proper implementation of strategies to achieve them. “(Chew & Anthony Dovey). Climate change has an effective impact on the economy, resulting in damage to property and infrastructure, loss of productivity, mass migration and security threats. A slowdown in climate change and the reduction of economic impacts can achieve through sustainable value creation (Emec et al., 2015). The role of sustainable value creation in supporting social aspects such as housing for vulnerable citizens and balancing work and life of staff and environmental aspects such as reducing carbon emissions and increasing green spaces, and economic aspects such as reducing costs for low-income families and contracting local companies to promote the local sector (Heitel et al, 2015).

Methodology

Research problem

the research problem was the lack of research that examined all current research variables, especially in the industry sector. They focused the problem on the field side. Through interviews and distribution of questionnaires, they identified the research problem in a set of questions.

What is the impact of inclusive leadership on social Entrepreneurship?

What is the impact of inclusive leadership in sustainable value creation for the organization?

What is the impact of inclusive leadership and social Entrepreneurship in increasing the sustainable value creation for the organization?

By reviewing several studies on the theoretical side, we have found that there is a relationship between inclusive leadership and Social Entrepreneurship. Other studies have shown a relationship between social Entrepreneurship and the sustainable value creation. It is questionable if comprehensive leadership is available in the organization; it helps to create a culture of entrepreneurship reflected in the trend towards sustainable value creation for the organization.

Research importance

The importance of research highlighted by defining the basic procedures that make the concept of comprehensive leadership fully applicable to the organization. This encourages the organization's direction toward social Entrepreneurship and responsibility towards society and promotes the culture of Social Entrepreneurship in the organization by making individuals seek to transform the organization towards social Entrepreneurship. The application of each of these concepts helps to build the sustainable culture of individuals and reflects to the sustainable value creation of the organization. Social Entrepreneurship makes individuals committed to protecting their environment, minimizing their carbon footprint and creating the sustainable value of the Organization, which is to achieve economic growth, reduce the effects of pollution and improve living conditions in society through social Entrepreneurship driven by inclusive leadership.

Research goals

Identify the most important factors that lead to increasing the impact of the inclusive leadership in the organization and determine the most influential dimensions in the inclusive leadership on the other variables in the research.

Description and diagnosis of the importance of research variables in the field.

Test the level of the direct impact of the inclusive leadership on Social Entrepreneurship and the sustainable value creation and to test the indirect impact of leadership on sustainable value creation through social entrepreneurship.

Research variables

Comprehensive leadership: The independent variable of research is based on the Bourke & Dillon (2016) scale and includes the following dimensions (commitment, courage, knowledge of gaps, curiosity, and cultural intelligence, cooperative).

Social Entrepreneurship: It is the intermediate variable of research and is based on Al-Hilawy (2017). It includes the following dimensions (achieving positive social impact, non-traditional thinking, use of sustainable methods, creativity).

Sustainable value creation: It represents the dependent variable and is based on the Bareas scale (2014) and ensures the following dimensions (economic, environmental, social, sustainable culture development).

Research hypothesis:

The first hypothesis: There is a significant influence relationship between inclusive leadership and Social Entrepreneurship.

The second hypothesis: There is a significant correlation between inclusive leadership and sustainable value creation.

The third hypothesis: There is a significant correlation between social Entrepreneurship and sustainable value creation.

The fourth hypothesis: There is a significant correlation between the overall leadership and sustainable value creation through Social Entrepreneurship.

Society and sample of the study

Specify the field of study in the industrial sector. The sample of the study was in Al-Noura factory in the city of Karbala because of the importance of this project at the local level. The company's interest in the study's sample in the field of There is a significant correlation between social Entrepreneurship and the sustainable value creation and has trended in Social Entrepreneurship, which was taken as a sample of the study because it matches the title of the research and the table below details the details of the company. The number of regular employees (340) and the number of employees with a daily wage (96) was the total number (436) and a sample of (296) employees was taken. Error determined the optimal sample size (3%) based on Saunders et al (2009,219).

The practical side of the research

First: Research metrics

In this study, the researcher relied on a number of measures used previously in the management literature, which are characterized by stability and high credibility. All search criteria are based on the Likert scale and Table 2 provides a detailed explanation of these metrics.

Second: Metadata

The correlation matrix and descriptive statistics of the variables of the study are shown in Table (1). It is based on the computational mean of the scale of (3)

1. Inclusive leadership

The mean weighted mean of the overall driving variable was 3.44 with a standard deviation of 0.24. The value of the arithmetic means is higher than the mean arithmetic mean. The sample of the study indicates that the variable is supported by the sample of the study indicates the consistency of respondents' responses to the variable.

2. Social Entrepreneurship

The general weighted mean of the social Entrepreneurship variable was 3.52 with a standard deviation of 0.28. The value of the mean was low, indicating the strength of the consistency of the responses of the sample with regard to the variable mentioned.

3. Sustainable value Creation

The mean weighted mean of the sustainable value creation variable was 3.50 with a standard deviation of 0.25. The increase in the mean value of the mean indicates the strength of the study sample for the availability of the sustainable value creation variable in the studied society. This is supported by the low standard deviation; the strength of cohesion answers the sample. From the table below, there is a positive and significant correlation at the level of 1% and 5% among the study variables.

Table (1) Correlation matrix, arithmetic and standard deviations of search variables (N = 296)

Study variables	Arithmetic mean	standard deviation	inclusive leadership	Social Entrepreneurship	sustainable value creation
inclusive leadership	3.44	0.24	1		
Social Entrepreneurship	3.52	0.28	0.14*	1	
sustainable value creation	3.50	0.25	0.16**	0.12*	1

Third: Test the hypothesis of the research

The researcher adopted a set of statistical methods to test the hypotheses that emerged from the research according to the nature of each hypothesis and as follows:

First Hypothesis Test: There is a significant correlation between inclusive leadership and Social Entrepreneurship.

In order to test the hypothesis above, the researcher used the simple regression equation between both the inclusive leadership and the Social Entrepreneurship, as follows:

Table (2): The simple regression equation between inclusive leadership and Social Entrepreneurship

The dependent variable	sustainable value creation			F
	α	β	Calculated t value	
The independent variable				
inclusive leadership	2.94	0.17	2.35*	5.5*

The above table shows the following:

The total regression coefficient on social Entrepreneurship was 0.17 and this means that the Social Entrepreneurship in the studied society will increase by 0.17 if the inclusive leadership increases by one unit. The table value of (2.35) and it is significant value at (5%).

The value of (f) calculated (5.5) which is significant value at the level (5%).

The researcher concludes from the above results the validity of the first main hypothesis, in the sense that there is a significant correlation. between the inclusive leadership and Social Entrepreneurship.

Second Hypothesis Test: There is a significant correlation. between inclusive leadership and sustainable value creation.

In order to test the hypothesis above, the researcher used the simple regression equation between the inclusive leadership and sustainable value creation, as follows:

Table (3): The simple regression equation between inclusive leadership and sustainable value creation.

The dependent variable \ The independent variable	sustainable value creation			F
	α	β	Calculated t value	
Inclusive leadership	2.93	0.165	2.76*	7.63*

The above table shows the following:

The total value of the total regression coefficient on sustainable value creation (0.165). This means that sustainable value creation in the studied society will increase by 0.165 if the inclusive leadership increases by one unit which is a significant value at the level of (1%).

The value of (f) calculated is (7.63) which is a significant value at (1%).

The researcher concludes from the above results the validity of the second main hypothesis, in the sense that there is a relationship of significant significance between the inclusive leadership and the sustainable value creation.

Third Hypothesis Test: There is a significant correlation. between social Entrepreneurship and sustainable value creation.

In order to test the hypothesis above, the researcher used the simple regression equation between the Social Entrepreneurship and sustainable value creation, as follows:

Table (4) The simple regression equation between social entrepreneurship and sustainable value creation.

The dependent variable \ The independent variable	sustainable value creation			F
	α	β	Calculated t value	
Social Entrepreneurship	3.15	0.102	2.081*	4.33*

The above table shows the following

The value of the coefficient of Social Entrepreneurship on the creation of sustainable value (0.102), which means that sustainable value creation in the society of the study will increase by 0.102 if social Entrepreneurship increased by one unit, which is a significant value at the level of (5%).

The value of (f) calculated (4.33) which is a significant value at the level (5%).

The researcher concludes from the above results the validity of the third main hypothesis, meaning that there is a significant correlation between social Entrepreneurship sustainable value creation.

Test the fourth hypothesis

The purpose of the fourth hypothesis test, which stated that social Entrepreneurship contributes to increasing the influence of inclusive leadership in sustainable value creation, the researcher used the path analysis method to calculate the direct and indirect effects as follows:

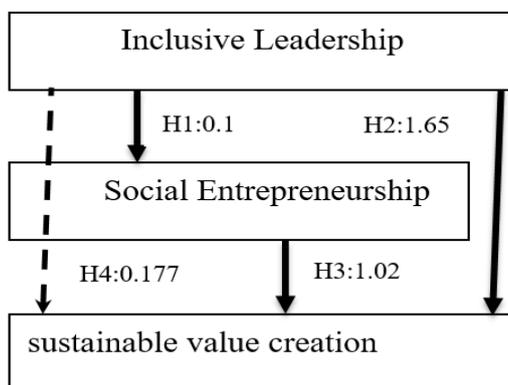


Figure (1) Model of the relationship between search variables

the researcher used the statistical program (AMOS Var.24) to calculate the direct and indirect effects between the variables of the study and the results were as follows:

Table (5) Analysis of the path between the variables of the study

T	The Track	Direct effect	Indirect effect	The inclusive effect
1	Inclusive leadership → sustainable value Creation	0.165	----	0.165
2	Inclusive leadership → Social Entrepreneurship	0.17	----	0.17
3	Social Entrepreneurship → Sustainable Value Creation	0.102	----	0.102
4	Inclusive leadership → Social Entrepreneurship → Sustainable Value Creation	-----	0.012	0.165 + 0.012 = 0.177

the above table shows the overall impact of the inclusive leadership variable on sustainable value creation in the case of social entrepreneurship. In order to verify the significance of this indirect relationship, the researcher used the Sobel test. The latter is based on four basic parameters:

1. (a) the non-standard regression coefficient of the independent variable in the intermediate variable.
2. (B) the non-standard regression coefficient of the variable in the dependent variable.
3. The standard error of (a).
4. The standard error of (b). Table 6 shows the results of the test

Table (6) Results of repeated testing

T	The track	The value of the Soble test	incorporeal level	the decision
1	Inclusive leadership → Social Entrepreneurship → Sustainable Value Creation	1.55	0.06	incorporeal

The table above shows that the value of the Soble test was 1.55, a significant value of 6%. This indicates that there is an indirect and significant impact of inclusive leadership in sustainable value creation through Social Entrepreneurship.

Conclusion

The inclusive leadership must be able to integrate workers and push them towards positive change and work to build a culture that supports sustainable value creation and social Entrepreneurship and calls for the achievement of quality and success and the development of all workers in the organization and enable them to perform their work successfully. Several studies on the theoretical side pointed to the role of the inclusive leadership in achieving social Entrepreneurship, it considers which as a supplement to bridge the deficit of state institutions in not meeting social needs. They aim at achieving economic growth, improving the ways of living of the destitute peoples and tackling their intractable problems. Environment and contribute to the sustainable value creation. The process of sustainable value creation is an evolution of social responsibility through organizations' interest in social and environmental aspects and work on providing non-polluting products. Although many studies have pointed to the sustainable value creation, attention not leveled by organizations in all sectors and individuals, despite the evidence of global warming and increased natural disasters. This is for the lack of cultural awareness among individuals at the global level, and this culture is almost non-existent in developing countries and viewed with some indifference. There must be equal and equal attention to economic, environmental and social aspects. They must pay attention to the increasing awareness of the culture of sustainability among individuals working in organizations. Although all the hypotheses of the study and the existence of a relationship of significant impact, it was weak, and this requires activation of the role of

leadership. it is preferable to have an agreement between the state and several organizations and urge them to implement several projects or the participation of over one organization in implementing a project of a social Entrepreneurial nature. Initiatives have emerged in several non-governmental organizations to take part in the reconstruction of several schools in Iraq, the reconstruction of public squares by non-governmental organizations or the establishment of desalination plants, and providing job opportunities for several unemployed and achieving social Entrepreneurship. And the organizations contributing to the establishment of projects to rotate waste and reduce the risk of pollution, this contributes to the provision of employment opportunities for the unemployed and achieves social Entrepreneurship and reduces pollution levels. There should be a follow-up to industrial projects by the civil society organizations supported by the United Nations and seek to develop laws to reduce the impact of pollution and accountability because of the lack of interest of many industrial organizations, especially the state in the environmental field which led to high levels of pollution throughout the country.

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Questionnaire

	inclusive leadership
	First Dimension: Commitment
	Personal values
1	My manager treats all team members with fairness and respect
2	My manager understands the features of each member of the team
3	My manager conducts a number of administrative procedures so that each member feels connected to the team and the organization
4	My manager adapts to the practices of the members of the organization in order to meet their needs
	Faith in working
5	My manager treats diversity and inclusiveness as a priority in business
6	My managers is responsible for the implementation of diversity procedures and the results of inclusiveness
7	My manager explains to us the importance of applying inclusiveness and diversity to work

8	My manager allocates resources to improve diversity and inclusiveness in the workplace
	Second Dimension: Courage
	Modesty
9	My manager recognizes the personal limitations they face and the vulnerabilities they experience
10	My manager asks for help from others in order to overcome personal constraints
11	My manager admits his mistakes
	Daring
12	My manager applies diversity in the workplace with all sincerity
13	My manager challenges situations and established organizational attitudes that promote homogeneity
14	he controls the staff who oppose the application of inclusiveness
	The third dimension: knowing the gaps
	Self-regulation
15	My manager is able to diagnose personal biases through staff feedback
16	My manager continuously monitor processes to ensure that personal biases do not affect the decision-making process of others
17	My managers identifies and processes organizational processes that do not achieve business merit
	fair play
18	My manager makes fair decisions in promoting individuals and offering rewards based on merit and talent
19	Transparent and consistent recruitment of talent-based decision-making processes
20	Provide those affected with a clear explanation of the processes applied and the reasons for decision making
	The fourth dimension: curiosity
	openness
21	My manager has a desire for continuous learning

22	Actively strives towards diverse perspectives of others in thinking and decision-making
23	Block hasty judgment when dealing with diversity in others
	taking a point of view
24	My manager listens any someone else's point of view when it is available
25	My manager engages in a respectful questioning and a kind of curiosity in order to better understand the views of others
26	My manager has the ability to see things from the views of others
	Dealing with uncertainty
27	Dealing effectively with change
28	Demonstrate and encourage open minded thinking
29	Look for opportunities to connect with a variety of people
	Fifth Dimension: Cultural Intelligence
	Leadership
30	My manager is actively interested in learning other cultures
31	My manager is looking for opportunities to experience culturally diverse environments
32	My manager trusts the leading intercultural teams
	Knowledge
33	My manager asks for detailed information on the local context such as the type of policies followed and methods of work
	Adaptation
34	My manager works well with individuals of different cultural backgrounds
35	My manager changes the working style appropriately when intercultural confrontation requires it
36	My manager uses language and appropriate verbal expression in dealing with individuals with diverse cultures
	Sixth Dimension: Cooperative
	Empowerment

37	Give team members freedom to deal with difficult situations
38	Enable team members to make decisions on issues that affect their work
39	Convene a meeting of team members accountable for performance that can be controlled
	Working as a team
40	Compile diverse education in thinking
41	Work hard to ensure team members respect each other and that there are no external groups within the team
42	Anticipate and take appropriate action to address the Panel's dispute as it occurs
	The Voice
43	Create a safe environment from resisting people with ease of speech
44	Include all team members clearly in the discussions and take their liberty to ask questions
45	Allows us to ask consecutive questions

	Social Entrepreneurship
	First dimension: Achieving a positive social impact
46	The management of the organization participates in the community in all projects that benefit the public
47	The organization's management strives to establish service projects whose primary objective is to serve the community
48	The organization's management strives to organize useful courses and seminars for the community
49	The organization's management strives to leave a positive impact on the community in which it operates
	Second dimension: non-conventional thinking
50	The organization's management has a clear philosophy of adopting new ideas
51	FAO management has a conceptual approach that there is a constant need to provide new ideas

52	The organization's management supports non-traditional creative talents to support all society
53	The organization's management adopts ideas that exceed society's expectations and changing demands
	The third dimension: the use of sustainable methods
54	The management of the organization follows the establishment of its projects in ways that achieve sustainability and continuity
55	Taking into account the strategic resources available to ensure a better future for the Organization's projects
56	Finding technology and modern ways of establishing it
57	Creating pilot projects capable of financial independence
	Fourth Dimension: Creativity
58	The management of the organization is very interested in finding creative ways to do its work
59	The organization's management has the courage to come up with creative ideas
60	The organization's management is constantly looking for alternative solutions that are different from the above
61	The organization's management adopts ideas that exceed society's expectations and changing demands

	sustainable value creation
	First dimension: economic
62	The organization must abide by the law only
63	Profit is the top priority of the organization
64	There is a desire by the labor force to recruit within the company "in other institutions
65	High motivation for employees to perform excellence
66	The Board of Directors' decisions are in line with the developments in the external environment
	Second Dimension: Environmental
67	The company is making vigorous efforts to preserve the environment internally" and externally

68	Waste is disposed of properly
69	There are environmental specialists working within the organization
70	The organization must take care of environmental matters even if it temporarily affects its competitive position
71	The organization seeks to integrate its environmental activities within its competitive strategy
	Third Dimension: Social
72	The company provides all professional requirements that facilitate the achievement of its objectives
73	The company encourages the recruitment of women within its ranks
74	The company contributes to the development of the local community through seminars, conferences and other contributions
75	The company participates in the activities of civil society organizations and helps them when required
76	The company is an important source of employment in the local community
	Fourth Dimension: Developing a culture of sustainable performance
77	My conviction is that sustainable performance is an important source of long-term competitive advantage
78	Taking into account the environmental and economic social aspects will ensure a better life in the future
79	For subsequent generations the right to enjoy existing wealth and live in a clean environment
80	I seek a lot "to explain the negative effects of some of the actions taken by workers on the environment
81	Recognize the serious and long-term effects of air, water and soil pollution on the lives of current and future individuals