

Perceived leader inclusion and employee work-to-family conflict: a daily diary study

Kaili Zhang

*School of Business, East China University of Science and Technology,
Shanghai, China*

Yixuan Li

Warrington College of Business, University of Florida, Gainesville, Florida, USA

Kui Yin

University of Science and Technology Beijing, Beijing, China, and

Catherine E. Kleshinski

Kelley School of Business, Indiana University, Bloomington, Indiana, USA

Abstract

Purpose – Employees' perceived inclusion has been shown to have beneficial effects on their effective functioning at work (e.g. engagement, creativity, and task performance); however, workplace inclusion is also believed to have a profound impact on employees' functioning beyond the work domain, such as on their family domain. The primary goal of our study thus is to explore how perceptions of workplace inclusion influence employees' family lives.

Design/methodology/approach – We tested our hypotheses by surveying 125 employees from a cotton textile manufacturing company in China over 10 consecutive workdays.

Findings – Daily perceived leader inclusion was negatively related to employees' daily resource depletion at work, which in turn was positively related to employees' daily work-to-family conflict. The direct effect of daily perceived leader inclusion on resource depletion and the indirect effect of daily perceived leader inclusion on work-to-family conflict were stronger for employees with more discrimination experience in their lives.

Practical implications – Leaders should be aware of their unique roles they play in shaping individual inclusion perceptions and should enact actions that satisfy employees' desires for both belongingness and uniqueness. Moreover, leaders should also be attentive to those who are susceptible to discrimination when promoting inclusion initiatives.

Originality/value – Our study proposes an important facet of workplace inclusion—perceived leader inclusion—and offers a resource perspective to understand how leader inclusion may impact employees' functioning beyond the work domain to affect their family lives.

Keywords Perceived leader inclusion, Work-to-family conflict, Resource depletion, General discrimination experience, Daily diary

Paper type Research paper

Workplace inclusion, which fulfills employees' needs for belongingness (i.e. being an accepted member of the group) and uniqueness (i.e. being a distinct self within the group), has received increasing attention from researchers in the past decade (e.g. [Mor Barak et al., 2022](#)). Against the background of an increasingly diversified workforce, inclusion management (i.e. a focus on promoting the integration and value of a diversified workforce) has been proposed as an effective approach for addressing diversity-related issues in the workplace (e.g. [Li et al., 2022b](#);



Nishii, 2013; Shore *et al.*, 2011). Although widely considered an intervention for leveraging the potential benefits of a diversified workforce, inclusion management can also benefit individual employees because it satisfies individuals' needs for both belongingness and uniqueness (Brewer, 1991; Shore and Chung, 2022), which can improve individual employees' positive work attitudes and facilitate their performance (e.g. engagement, affective commitment, creativity, and task performance; Nishii, 2013; Roberson, 2006).

Despite their insights, extant studies on workplace inclusion are limited in at least two key areas. First, previous studies have mostly adopted a general approach to examining employees' overall perceptions of inclusion within a group or organization (Janssens and Steyaert, 2020), overlooking the multifaceted nature of inclusion (e.g. inclusion by colleagues, by leaders, or by the workgroup; Shore *et al.*, 2018). This is unfortunate because without the clarification of inclusion from different sources, we may have limited knowledge of the unique impacts of inclusion from different sources, while organizations may also lack a starting point when facilitating employees' inclusion experiences (Shore and Chung, 2023). As such, our study narrows the focus of inclusion perception to a specific source (i.e. facet): leaders. Since leaders usually hold tangible and intangible resources for employees' development at work (Boekhorst, 2015; Randel *et al.*, 2018) and can exert critical impacts on the overall organizational inclusion climate (Nishii, 2013), we focus on perceived leader inclusion to capture the extent to which an employee feels accepted and valued by the leader at work (Nembhard and Edmondson, 2006).

Second, a close examination of the inclusion studies shows that studies have mostly examined how employees' perceptions of workplace inclusion benefit their work-related outcomes, leaving it unknown how perceptions of workplace inclusion may affect employees' family domain—another important domain for indicating employees' effective functioning (e.g. Byron, 2005). As noted by Thompson *et al.* (2020), inclusion in the workplace can have profound impacts on how one feels and behaves outside the workplace (e.g. in terms of general psychological well-being and family life). Therefore, an examination of the link between inclusion and employees' behaviors outside the workplace (i.e. their family life) can not only complement the current literature related to the outcomes of workplace inclusion but also help provide a complete picture of the value of workplace inclusion.

Our study particularly focuses on employees' work-to-family conflict (WIF), capturing the extent to which demands from the work domain interfere with employees' ability to fulfill their responsibilities in the family domain (e.g. Greenhaus and Beutell, 1985). Studies have shown that WIF has impacts on employees' both work and nonwork outcomes (e.g. work and family satisfaction; Amstad *et al.*, 2011). With the importance of WIF, extensive work has been devoted to exploring how workplace experiences, particularly leadership behaviors, may affect employees' WIF (see a review by Li *et al.*, 2017). Joining this body of research, rather than focusing on a particular leadership style, our study moves a step further to show the effects of how leaders make employees feel at work (i.e. perceived leader inclusion) on employees' WIF.

To unpack the process underlying the above proposed relationship, we rely on conservation of resources (COR) theory (Hobfoll, 1989). According to COR theory, employees' workplace experiences can either drain or augment their resources, which affect their ability to fulfill family responsibilities. In general, dealing with work demands is depleting and may leave individuals with limited resources to address their family responsibilities. However, perceived leader inclusion, by satisfying employees' desires for both uniqueness and belongingness, can reduce employees' sense of resource depletion at work and consequentially enable them to more functionally engage in the family domain. In addition, as perceived inclusion is driven primarily by the experience of leader treatment (e.g. Shore *et al.*, 2011), which can fluctuate day-by-day, we take a daily diary approach and

propose that daily perceived leader inclusion can reduce employees' daily WIF via reduced daily resource depletion at work.

Furthermore, we explore the aforementioned relationship by testing the moderating role of employees' general discrimination experiences. According to COR theory, employees who experience resource threats or actual resource loss are more reactive to resource replenishment opportunities (Hobfoll, 1989). As such, employees who have experienced inclusion-related resource threats are more responsive to inclusion experiences at work. We use general discrimination experience (chronic, low-intensity experiences of disrespectful treatment in life; Jones *et al.*, 2016) to capture such inclusion threats. We argue that compared to those with less discrimination experience, employees who often experience discrimination are more likely to experience their valuable resources (e.g. being treated with dignity and respect) as being threatened and thus are more reactive to leader inclusion, making the relationship between perceived leader inclusion and employee outcomes more salient.

Our study makes several contributions. First, we extend the inclusion literature which has mainly adopted a general approach (e.g. perceived group or organization inclusion; e.g. Chung *et al.*, 2020; Mor Barak *et al.*, 2022), to a particular source or facet of inclusion, namely, perceived leader inclusion, which further reveals the multifaceted nature of inclusion and shows the importance of decomposing the sources of perceived inclusion at work. Second, by focusing on employees' WIF as the outcome, we complement the inclusion literature by highlighting how inclusion at work can benefit employees' family lives. Third, we enrich the understanding of workplace inclusion through a resource perspective. We propose that perceived leader inclusion, by satisfying employees' desires for belongingness and uniqueness, can serve as an important resource for reducing employees' sense of resource depletion at work, which consequentially enables employees to function effectively at home (i.e. reducing their WIF). In addition, through a resource perspective, we also aim to show why some employees may be more (or less) reactive to perceived leader inclusion at work (i.e. when their inclusion-related resources are under threat). Finally, our daily diary examination of leader inclusion and employee outcomes extends research on inclusion, which has mostly employed static approaches (e.g. Randel *et al.*, 2018). We posit that perceived inclusion can vary on a daily basis, which then affects employees' daily outcomes.

1. Theory and hypotheses

1.1 A resource perspective on perceived leader inclusion

The perception of inclusion, which involves the fulfillment of two distinct yet complementary employee needs—belongingness and uniqueness (Shore *et al.*, 2011)—has been shown to be beneficial for employees' diverse workplace attitudes and behaviors, including affective commitment, thriving at work, work engagement, creativity, and task performance (e.g. Shore and Chung, 2022). The widely proposed underlying mechanisms for the aforementioned relationships are psychological safety, psychological empowerment, and group identification (e.g. Randel *et al.*, 2018; Shore and Chung, 2022). However, recent studies (e.g. Fujimoto *et al.*, 2023) have proposed that workplace inclusion can also serve as a valuable resource that facilitates individuals' effective functioning. In particular, when employees experience belongingness from their leaders, their social resources (e.g. feeling that they are insiders of the leader's community and enjoying supportive relationships with leaders) become manifest. When they experience uniqueness from authority figures (i.e. leaders), their personal resources (e.g. self-resilience, self-efficacy, and optimism) are expanded. Indeed, when employees perceive that they are included by leaders, they tend to believe that they can be provided with important resources when dealing with work demands (e.g. information or critical resources; Shore and Chung, 2023). Therefore, we adopt a resource perspective to

explore the impact of perceived leader inclusion. Specifically, we rely on COR theory to propose our model.

1.2 Daily perceived leader inclusion, resource depletion at work, and WIF

According to COR theory, resources can be drained or attained at work (Halbesleben *et al.*, 2014), which can then affect one's effective functioning in another domain (e.g. the family domain; ten Brummelhuis and Bakker, 2012). As such, to facilitate one's effective functioning in the family domain, resources should be preserved, retained, and replenished in the work domain (e.g. Frone *et al.*, 1992).

Perceived leader inclusion can provide valuable resources that reduce employees' sense of resource depletion at work. First, when employees perceive leader inclusion on a given day, they feel their personal desires are noticed and respected (Randel *et al.*, 2018), facilitating the feeling that they are supported by the leader. When employees feel adequate support for their work requirements from the leaders, they are less likely to experience resource depletion when fulfilling their work roles (Jolly *et al.*, 2021). Second, when employees feel that they are included by their leader, they are more likely to consider themselves to be empowered and to have more autonomy regarding their workplace roles (Schermuly and Meyer, 2016). Indeed, a key characteristic of inclusion is that individuals feel that they have opportunities to participate in decision making, especially concerning decisions regarding their own work (Shore and Chung, 2023). When individuals experience a sense of control over their work, they are less likely to experience resource depletion even when that work is challenging (e.g. Hobfoll, 1989). Finally, perceived leader inclusion can encourage employees to convey their views, behave authentically without fear of reprisal, and contribute actively to work-related decisions (Randel *et al.*, 2018), all of which increase employees' self-efficacy or self-esteem (Fujimoto *et al.*, 2023). In turn, increased self-efficacy or self-esteem is viewed as an important form of resource replenishment that protects individuals from a sense of resource loss in their work (e.g. Johnson *et al.*, 2014). Therefore, a high level of perceived inclusion should replenish resources (i.e. result in a low level of perceived resource depletion at work). In contrast, a low level of inclusion may not only frustrate employees' basic desires to be treated respectfully but also lead employees to conscientiously and effortfully reflect on their attitudes or behaviors in an attempt to make meaning of this situation and thus seek solutions about how they should improve, which may further consume their personal resources (Hobfoll, 1989). In support of our predictions, studies have shown that positive treatment from leaders at work (e.g. LMX) can reduce employees' sense of resource depletion at work (e.g. Schermuly and Meyer, 2016), while negative treatment (e.g. mistrust, incivility, and abusive supervision) can increase employees' sense of resource depletion (e.g. Carlson *et al.*, 2012; Lanaj *et al.*, 2018). We thus propose the following:

H1. Daily perceived leader inclusion is negatively related to employee resource depletion.

COR theory posits that resource reservoirs are relatively stable and that resources are transferrable; as such, if resources are consumed in the work domain, individuals may have fewer available resources to function effectively in another domain (Hobfoll, 1989). Therefore, when employees are exhausted due to their work experiences, they have fewer emotional, physical, or cognitive resources to help them fulfill their responsibilities at home, especially when their family responsibilities are also resource demanding. For instance, when employees' cognitive resources are devoted to work-related issues, they may have fewer cognitive resources to fulfill their family responsibilities, such as parenting (Zhou *et al.*, 2019), leading to high WIF. Moreover, when resources are depleted, individuals may tend to protect their resources from further loss by engaging in self-protection, such as by engaging in family withdrawal behaviors (Liu *et al.*, 2015). In addition, unlike the work environment, where

individuals must restrain themselves from being nonsupportive, unattainable, or unavailable, the home environment is inherently a safer context for self-expression (Lanaj *et al.*, 2018). In such a lax environment, depleted employees are more likely to indulge in leisure and relaxation activities, neglecting their family responsibilities, such as housekeeping duties, due to a lack of effort to control impulsive actions. In support of our argument, studies have shown that when employees experience resource depletion due to work, they are more likely to experience WIF (Carlson *et al.*, 2012; Liu *et al.*, 2015). Accordingly, we propose the following:

H2. Daily resource depletion is positively related to employees' WIF.

Combining H1 and H2, we propose the following mediation hypothesis:

H3. Daily perceived leader inclusion is negatively related to employees' WIF via resource depletion.

1.3 The moderating role of general discrimination experience

Individuals' general discrimination experience captures their subjective feelings of having been treated disrespectfully (Jones *et al.*, 2016), such as receiving poorer service than others in shops or restaurants (Williams *et al.*, 1997). We contend that the individuals' evaluations of general discrimination experience are not always based on *actual* incidents but can rather depend on *subjective* perceptions. This is because people may have variations in their interpretations even of similar incidents. As subjective feelings have a more proximal impact on individuals' reactions (e.g. Jolly *et al.*, 2021), we consider that subjective feelings of discrimination are more likely to impact how employees react to their workplace inclusion experiences. Furthermore, we contend that general discrimination experience should not be considered equal to advantaged or disadvantaged group categorization. Although people with disadvantaged group identities are likely to experience more discrimination (e.g. women, older workers, and people of color; Li *et al.*, 2019), people with advantaged group identities may also experience discrimination (Hebl *et al.*, 2020). Indeed, as certain group identities may be covert (e.g. education background, sexual orientation), it is difficult to tell whether people are discriminated against based on their group identities or not [1]. Based on the above, we focus on employees' subjective evaluations of their general discrimination experiences. Additionally, we focus on the general discrimination experience in the life domain rather than at work because the general discrimination experience is a more expansive stressor than employment or workplace discrimination; furthermore, it lies beyond the control of the organization and can profoundly impact employees' workplace attitudes and behaviors (Jones *et al.*, 2016).

We propose that general discrimination experience exacerbates the negative relationship between perceived leader inclusion and employee resource depletion. Individuals generally desire to be included (e.g. to engage in communal connections) while maintaining their unique identity (e.g. to experience high levels of self-efficacy or self-esteem), and discrimination experience in life may threaten such valuable resource attainment and lead to a sense of resource loss. According to COR theory, individuals often feel uneasy and uncomfortable when they face threats of or actual resource loss; to address such threatening situations, they pay attention to clues regarding sources of resource replenishment (Halbesleben *et al.*, 2014; Hobfoll, 1989). Leader inclusion, which demonstrates that authority figures in organizations value focal employees and treat them respectfully, is thus more appealing to employees who have experienced more discrimination in life. In contrast, employees with less discrimination experience do not feel the tension associated with threats to their valued resources (i.e. being included), thus making the values associated with leader inclusion at work less prominent for them. In support of our argument, previous studies have shown that people who experience

resource scarcity are more reactive to relevant signals that can satisfy their related needs (e.g. [Tang et al., 2017](#)). Similarly, studies have shown that when employees experience resource loss caused by customer mistreatment, they tend to be more reactive to supportive supervisor behavior with the goal of replenishing resources (e.g. [Wang et al., 2011](#)). Overall, we propose the following:

- H4.* General discrimination experience moderates the effect of daily perceived leader inclusion on resource depletion such that this negative relationship is stronger for people with more general discrimination experience.

Integrating the above argument with [H3](#), we propose a moderated mediation hypothesis:

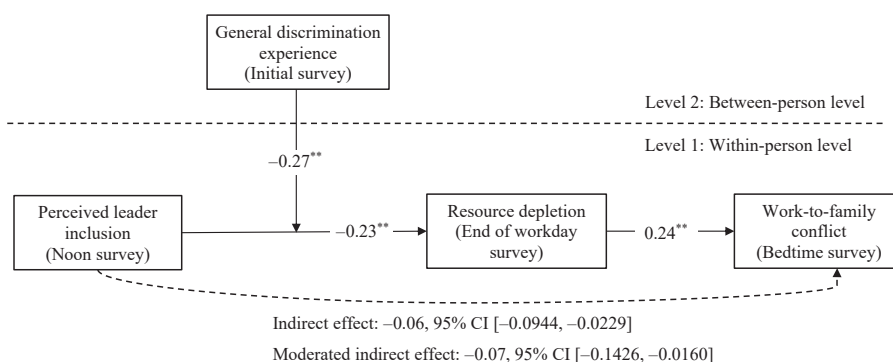
- H5.* General discrimination experience moderates the indirect effect of daily perceived leader inclusion on WIF via daily resource depletion such that this negative indirect effect is stronger for people with more general discrimination experience.

The hypothesized model is shown in [Figure 1](#).

2. Method

2.1 Sample and procedures

We recruited 170 frontline employees from a manufacturing company (i.e. a cotton textile company) in East China. Employees working in cotton textile manufacturing are often disdained because they are usually considered to lack skills and capabilities [2]. However, with the increasing emphasis on Industry 4.0 in China, manufacturing industries are taking initiatives for a revolution, where digitalization and automation are being applied to the work [3]. Employees from the current company are required to collaborate with intelligent machines, which requires them to have sophisticated knowledge and skills (cf. [Schneider and Sting, 2020](#)). As such, the traditional view that manufacturing employees are less educated or have less sophisticated skills should change. Examining how inclusion matters for employees who are experiencing tension between the traditional social view and the new work reality can reveal the importance of workplace inclusion in this transformational era. Moreover, as noted by [Griffiths et al. \(2023\)](#), “This combination of a diverse environment, together with heightened change and collaborative work, makes manufacturing an ideal stage in which to conduct research centered on inclusion in the workplace” (p. 1161). Overall, our focus on manufacturing employees’ perceived inclusion has practical relevance and significance.



Note(s): Unstandardized coefficients were reported

Source(s): Created by authors

Figure 1.
Results of the
hypothesized model

Among the invitees, 128 individuals completed the initial survey (for a response rate of 75.3%). Employees who completed all 10 daily surveys were paid 400 RMB (equivalent to 58 USD). Phase 1 involved an initial survey that collected participants' demographic information and general discrimination experience. In Phase 2, participants completed daily surveys over the course of two workweeks (i.e. 10 consecutive workdays). Participants assessed perceived leader inclusion during their lunch breaks. At the end of the workday, participants evaluated their resource depletion. Before bedtime, participants evaluated their WIF [4].

The final sample for this study included 125 participants, [5] who were 38.54 years old on average ($SD = 6.81$), and 48% were female. A total of 96% of the participants were married; 18% had one child, 54% had two children, and 26% had three children. Among participants, 3% had received a junior high school diploma, 48% had received a high school diploma, 19% had received a technical school diploma, and 30% had received a bachelor's degree. Participants submitted a total of 1,236 total daily surveys (which did not include missing data for any of the model variables) out of a possible total of 1,250 observations, for a completion rate of 98.88%.

2.2 Measures

The measures employed were translated from English to Chinese using the translation-back translation procedure developed by Brislin (1970).

2.2.1 General discrimination experience. A nine-item scale developed by Williams *et al.* (1997) was used. Participants indicated their perceived frequency of being discriminated against in life (0 = *never*, 1 = *only a few times*, 2 = *occasionally*, 3 = *often*). An example item is "Was treated with less respect than other people." The Cronbach's alpha was 0.89.

2.2.2 Perceived leader inclusion [6]. In light of Li *et al.* (2022a), we used six items to measure perceived leader inclusion by changing the referent to "my supervisor" (1 = *strongly disagree* to 5 = *strongly agree*). An example item for belongingness is "Thus far today, my supervisor has made me feel very much a part of my organization," while an example item for uniqueness is "Thus far today, my supervisor has recognized the significance of the contributions I make." The Cronbach's alpha was 0.95.

2.2.3 Resource depletion. Five items drawn from Lanaj *et al.* (2014) were used (1 = *strongly disagree* to 5 = *strongly agree*). A sample item is "Thus far today, I feel drained after the whole day's work." The Cronbach's alpha was 0.97.

2.2.4 WIF. Four items drawn from Gutek *et al.* (1991) were used (1 = *strongly disagree* to 5 = *strongly agree*). A sample item is "Today, after work, I went home too tired to do some of the things I wanted to do." The Cronbach's alpha was 0.91.

2.2.5 Control variables [7]. We controlled for the dyadic tenure with the current supervisor (measured in years), given that the opportunity to experience leadership treatment from one's leader "is a direct function of the length of time the [supervisor-employee] dyad has worked together" (Sin *et al.*, 2009, p. 1049). We included sex, education level, marital status, and number of children as potential control variables, as these factors have been reported to affect WIF (Byron, 2005).

2.3 Analytical strategy

We used multilevel modeling with *Mplus* 8 (Muthén and Muthén, 1998–2017) to test our hypotheses. We specified the cross-level moderating effect of general discrimination experience on the random slope of perceived leader inclusion on resource depletion. All other effects were specified as fixed to reduce model complexity (e.g. Li *et al.*, 2022 a, b). We group-mean centered the daily predictor to produce cross-level interactions (Hofmann and Gavin, 1998). The individual-level predictors were grand-mean centered. We examined the hypothesized indirect effects using Monte Carlo repetitions in *R* (Selig and Preacher, 2008). The indirect effects were tested using 20,000 Monte Carlo repetitions at 95% confidence intervals (CIs) at 1 standard deviation below and above the mean ($\pm 1 SD$).

3. Results

3.1 Preliminary analyses

We conducted a multilevel confirmatory factor analysis (MCFA). We examined the MCFA by loading items or parcels [8] on their assigned latent variables at the within- and between-person levels (general discrimination experience was loaded only on the between-person level). Given that perceived leader inclusion includes the dimensions of belongingness and uniqueness, we specified a secondary factor for these two latent constructs to capture perceived leader inclusion. Our model exhibited a good fit, $\chi^2(df = 131, N = 1,243) = 195.06$, $p < 0.001$, CFI (comparative fit index) = 0.99, TLI (Tucker–Lewis Index) = 0.99, RMSEA (root mean square error of approximation) = 0.02, SRMR (standardized root mean squared residual) $_{\text{within}} = 0.02$, and SRMR $_{\text{between}} = 0.04$ [9].

The null models revealed substantial within- and between-person variance in our model variables (perceived leader inclusion: 31% within-person and 69% between-person; resource depletion: 49% within-person and 51% between-person; and WIF: 51% within-person and 49% between-person). Table 1 presents descriptive statistics and correlations among the variables.

3.2 Hypothesis testing

As Table 2 shows, daily perceived leader inclusion was negatively related to daily resource depletion ($\gamma = -0.23$, $se = 0.06$, $p < 0.001$), supporting H1. Daily resource depletion was positively related to daily WIF ($\gamma = 0.24$, $se = 0.05$, $p < 0.001$), supporting H2. The indirect effect of perceived leader inclusion on WIF via resource depletion was negative ($estimate = -0.06$, 95% CI $[-0.0944, -0.0229]$), supporting H3.

The cross-level moderating effect of general discrimination experience on the relationship between daily perceived leader inclusion and resource depletion was negative ($\gamma = -0.27$, $se = 0.09$, $p = 0.007$). A simple slope test (Figure 2) revealed that the within-person effect of perceived leader inclusion on resource depletion was negative when general discrimination experience was high ($\gamma = -0.38$, $se = 0.07$, $p < 0.001$) and nonsignificant when general discrimination experience was low ($\gamma = -0.08$, $se = 0.09$, $p = 0.381$), supporting H4.

The indirect effect of daily perceived leader inclusion on WIF via resource depletion was negative for individuals who experienced more discrimination ($estimate = -0.09$, 95% CI $[-0.1507, -0.0446]$). This indirect effect was not significant for individuals who experienced less discrimination ($estimate = -0.02$, 95% CI $[-0.0632, 0.0264]$). This difference was significant ($estimate = -0.07$, 95% CI $[-0.1426, -0.0160]$), supporting H5.

4. Discussion

Taking a leader-centric view of workplace inclusion, we examined how perceived leader inclusion affects employees' functioning in their family lives (i.e. WIF). The results showed that at the daily level, perceived leader inclusion was negatively related to employee resource depletion, which in turn was negatively related to WIF. Furthermore, the direct effect of daily perceived leader inclusion on resource depletion and the indirect effect of perceived leader inclusion on WIF via resource depletion were stronger for employees who had experienced more discrimination in their lives.

4.1 Theoretical implications

Our study has several important theoretical implications. We primarily contribute to the inclusion literature. First, rooted in the multifaceted nature of workplace inclusion, we proposed an important facet of employees' perceived inclusion, i.e. perceived leader inclusion. To date, inclusion studies have increasingly emphasized the multifaceted nature of workplace inclusion. For instance, recent studies on inclusion practices have highlighted the

Table 1.
Descriptive statistics
and correlations
between variables

Variable	M	Within- level SD	Between- level SD	1	2	3	4	5	6	7	8	9	10
<i>Individual (between-person) level</i>													
1. Age	38.54	—	6.81										
2. Sex	0.52	—	0.50	0.09									
3. Education (years)	13.24	—	2.69	-0.35**	-0.16								
4. Marital status	0.96	—	0.20	0.23*	-0.11	0.02							
5. Number of Children	2.09	—	0.71	0.05	-0.06	-0.11	0.26**						
6. Dyadic tenure	4.49	—	4.51	0.30**	0.10	-0.06	0.09	-0.09					
7. General discrimination experience	1.88	—	0.55	-0.09	0.21*	-0.01	0.01	-0.08	0.07	(0.89)			
<i>Daily (within-person) level</i>													
8. Perceived leader inclusion	3.85	0.63	0.54	0.21*	0.02	-0.04	-0.06	0.02	0.14	-0.24**	(0.95)	-0.34**	-0.25**
9. Resource depletion	2.33	0.84	0.63	-0.33**	-0.02	0.19*	-0.03	-0.14	-0.19**	0.25**	-0.42**	(0.97)	0.50**
10. Work-to-family conflict	2.73	0.86	0.63	-0.11	-0.06	0.10	-0.01	-0.02	-0.13	0.24**	-0.38**	0.72**	(0.91)

Note(s): Level 2 $N = 125$. Level 1 $N = 1,236$. Within-person correlations are presented above the diagonal and between-person correlations are presented below the diagonal. Cronbach's alpha coefficients are provided in parentheses along the diagonal

Age, education, and dyadic tenure were measured in years; for sex, 0 = female and 1 = male; for marital status, 0 = not married and 1 = married

* $p < 0.05$, ** $p < 0.01$

Source(s): Created by authors

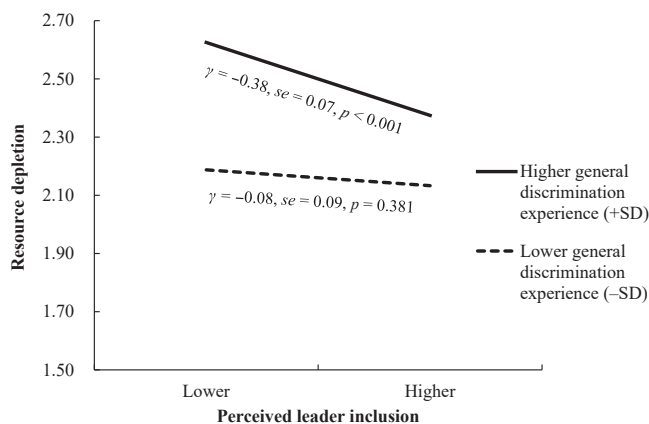
Variable	Resource depletion			Work-to-family conflict		
	Estimate	SE	<i>p</i>	Estimate	SE	<i>p</i>
Intercept	2.34**	0.05	<0.001	2.73**	0.06	<0.001
<i>Within-person effects</i>						
Perceived leader inclusion	-0.23**	0.06	<0.001	0.002	0.09	0.983
Resource depletion				0.24**	0.05	<0.001
Residual variance	0.33**	0.04	<0.001	0.36**	0.04	<0.001
<i>Between-person effects</i>						
Age	-0.02*	0.01	0.026	0.00	0.01	0.988
Sex	-0.02	0.11	0.826	-0.12	0.12	0.326
Education (years)	0.02	0.02	0.339	0.02	0.02	0.473
Marital status	0.05	0.06	0.433	-0.07	0.09	0.435
Number of children	-0.11	0.07	0.142	0.01	0.08	0.950
Dyadic tenure	-0.02	0.01	0.082	-0.02	0.01	0.053
General discrimination experience	0.27**	0.09	0.003	0.30**	0.11	0.005
Residual variance	0.29**	0.04	<0.001	0.32**	0.04	<0.001
<i>Cross-level interactions</i>						
General discrimination experience × Perceive leader inclusion	-0.27**	0.09	0.007			
<i>Residual variance of random slopes</i>						
Perceived leader inclusion	0.04	0.02	0.131			
<i>Pseudo-R</i> ²		16%			9%	

Note(s): Level 2 *N* = 125. Level 1 *N* = 1,236

p* < 0.05, *p* < 0.01

Source(s): Created by authors

Table 2.
Unstandardized results



Source(s): Created by authors

Figure 2.
Cross-level moderating effect

roles of various agents in practicing inclusion, such as inclusive practices enacted by leaders and inclusion-related policies and practices initiated by the organization (Randel *et al.*, 2018; Shore and Chung, 2023). Inspired by these studies, our research focused on leaders as a key source (i.e. facet) of inclusion. Such an effort not only deepens our understanding of the multifaceted nature of work inclusion but also replies to a recent call by Shore and Chung (2023) to narrow the focus of inclusion perception to perceived leader inclusion.

Second, our study extends the inclusion literature by showing how workplace inclusion may have impact on employees' family life in addition to their work life. To our knowledge, studies on workplace inclusion have examined how inclusion at work may benefit employees' workplace attitudes or behaviors (e.g. [Roberson and Perry, 2022](#)), overlooking how workplace inclusion may impact employees' behaviors beyond the work domain. In other words, such studies have taken an organization-focused stance to show how inclusion can benefit the organization by promoting employees' engagement and performance, with limited efforts to show how inclusion at work may benefit employees' personal lives for their own sake. Our study thus made an initial attempt to examine employees' WIF as an outcome. Such an effort not only shifts the focus from emphasizing the benefits of inclusion for organizations to that of benefiting employees' family well-being ([Thompson et al., 2020](#)) but also answers scholars' call to capture a full picture of the impact of workplace inclusion.

Third, by applying COR theory, we enrich the theoretical understanding of the impact of workplace inclusion. Previous studies on the impact of workplace inclusion have adopted mechanisms such as psychological empowerment, psychological safety, and group identity (e.g. [Shore and Chung, 2022](#)). However, given that inclusion essentially pertains to how employees' desires for resources (i.e. being both unique and accepted by the group) are satisfied ([Fujimoto et al., 2023](#)), we posit that perceived leader inclusion can also serve as an important workplace resource that helps reduce employees' resource depletion at work, ultimately facilitating their efficient functioning at home. Thus, COR theory offers insights for furthering research examining the role of perceived leader inclusion.

Fourth, with COR theory, our study reveals when perceived leader inclusion is more (or less) important for employees. In particular, the inclusion literature has proposed that inclusion is more important for certain groups of employees, such as members of marginalized or disadvantaged group identities (e.g. [Shore and Chung, 2022](#)); however, few efforts have been made to particularly examine the role of group identity in affecting the effectiveness of inclusion. Furthermore, as proposed by [Shore and Chung \(2022\)](#), marginalized group identity can indicate whether individuals face inclusion threats. Since these threats may not be tied to their group identities ([Jones et al., 2016](#)), we focused on individuals' general discrimination experience to directly capture inclusion-related resource threats. Thus, we offer insights for inclusion research to pay attention to the subjective experience of discrimination beyond overt group identities.

Apart from contributing to the inclusion literature, our work has implications for WIF research, especially in terms of leadership-related predictors of WIF. Leaders play crucial roles in helping employees balance their work and family demands (e.g. [Li et al., 2017](#)). However, existing studies on leaders' role in employees' WIF have focused on the role of a particular leadership style (e.g. authentic leadership; [Lyu et al., 2019](#); empowering leadership; [Kim and Beehr, 2020](#)), while our study proposes that the subjective experience of leader treatment rather than actual leadership behavior can impact employees' WIF. As the subjective experience of leader inclusion can be formed in response to various forms of leadership behaviors (e.g. [Shore and Chung, 2023](#)), we offer insights for further research to integrate various leadership behaviors and focus on how overall perceptions of leader treatment affect employees' WIF.

Finally, our study deepens the understanding of COR theory by highlighting how resources from one's general life affect resource transfer from work to family. COR theory is among the most popular theories for explaining how workplace experience affects employees' functioning at home and vice versa (e.g. [Zhou et al., 2019](#)). However, our study proposed another important life experience—discrimination—that affects the spillover effect from work to family. By doing so, our study expands the application of COR theory to a broader field and offers insights for future studies to incorporate life experiences when examining the spillover effect of resources.

4.2 Practical implications

Our study has important practical implications. Our study shows the important roles of leaders in employees' workplace inclusion experience that can affect employees' effective functioning at home. As such, leaders should enact practices that address employees' needs for belongingness and uniqueness. To achieve this, leaders may actively promote justice and equity, engage in shared decision-making, and support individuals as group members, all of which can facilitate belongingness; meanwhile, leaders should also enact actions that promote uniqueness, such as encouraging employees' unique contributions and helping employees fully contribute (Nishii, 2013; Randel *et al.*, 2018; Roberson and Perry, 2022).

Our study also shows that leaders should pay attention to employees who are vulnerable to discrimination. To identify these groups of employees, leaders can, on the one hand, communicate openly with employees to understand their personal experiences and offer opportunities for employees to share such experiences (e.g. Randel *et al.*, 2018). On the other hand, leaders can seek clues that enable them to infer whether employees are experiencing discrimination. Although we propose that discrimination experience is not equivalent to having a disadvantaged group identity, studies have also shown that minority groups, such as women and people with disabilities, are more likely to experience discrimination (e.g. Hebl *et al.*, 2020); hence, leaders can also infer employees' inclusion needs by observing employees' demographic identities and promoting inclusive behaviors toward these employees.

When facing discrimination in life, individuals can shift their attention to other domains that signal their inclusion status. Our study revealed that when individuals experience discrimination in life, they can rely on workplace leader inclusion. Such an attention-shift approach can also prevent individuals from making continuous investments in one domain, potentially leading to more resource loss. In addition, we suggest that employees engage in mindful self-monitoring and self-regulation to avoid the "negative spillover effect." Our study revealed that when employees experience resource depletion, they are likely to engage in more WIF. However, employees may mindfully engage in self-regulation when they return home, thereby reducing their WIF.

4.3 Limitations and directions for future research

Although our research has several strengths, such as its adoption of a daily within-person design over two workweeks and the temporal separation it features between the measurements of key variables in the model, it also has limitations. First, as all the measures included in the study were self-reported, our experience sampling design may raise concerns regarding common method bias (Podsakoff *et al.*, 2003). To alleviate this concern, we separated our initial survey from the daily surveys by one week. In addition, our independent variable was measured at noon, our mediator was separated from the independent variable and measured at the end of the workday, and our outcome variable was separated from the mediator variable and measured before bedtime. This approach helped mitigate concerns about common method bias.

Second, this study employed a leader-centric approach to study daily inclusion. Although this leader-centric approach helps shift the focus of related research from a general approach to a source or facet-specific approach and thus deepens our understanding of inclusion as a multifaceted concept (e.g. Shore and Chung, 2023), we suggest that future studies investigate whether employee inclusion can be facilitated by sources other than leaders (e.g. inclusion by colleagues). Examining inclusion in such a multifaceted way can also help highlight how different types of target-specific inclusion at work shape the process underlying overall workplace inclusion and how target-specific inclusion can have different impacts on employees' outcomes.

Third, our study identified resource depletion at work as the relevant mechanism and argued that resource depletion at work can subsequently constrain efficient functioning at

home. Although researchers have claimed that individuals' work and family resources belong to one resource reservoir and that the depletion of resources at work can ultimately decrease the resources available to address family issues, the work and family resource reservoirs may nevertheless be different (ten Brummelhuis and Bakker, 2012). Therefore, we suggest that future research explicitly capture work and family-related resource reservoirs and then examine their independent impacts on work-to-family conflict or family-to-work conflict.

Finally, our study proposes that experiencing more discrimination outside the workplace can make employees more attentive to their workplace inclusion experience. However, according to COR theory, it is also possible for individuals with more discrimination experience to engage in proactive behaviors to attain resources, such as by helping others experience belongingness, and voicing their concerns about experiencing uniqueness (e.g. Randel *et al.*, 2018). Thus, future studies can also continue to explore how individuals who face threats to their needs for belongingness and uniqueness may engage in proactive actions to obtain inclusion-related resources.

Notes

1. We thank an anonymous reviewer for noting this important point.
2. According to a report initiated by the Ministry of Human Resources and Social Security of the People's Republic of China, 63.1% manufacturing workers reported that they have low social status. Retrieved from https://www.mohrss.gov.cn/SYrlzyhshbzb/dongtaixinwen/buneyaowen/201804/t20180404_291587.html
3. Retrieved from <https://www.chinadaily.com.cn/a/202404/11/WS66173390a31082fc043c1501.html>
4. The data presented in this article were part of a broader data collection effort and this data has been used in Li *et al.* (2022b). However, there is no main variable overlap between the two studies.
5. Three participants contained missing values in certain variables.
6. The dimensions of belongingness and uniqueness were strongly correlated at both the within-person ($r = 0.80, p < 0.001$) and the between-person levels ($r = 0.91, p < 0.001$). Thus, we operationalized perceived leader inclusion by taking the average of these two dimensions (e.g. Nishii, 2013).
7. We also conducted an analysis by removing all the controls. The results remained unchanged and are available upon request.
8. We used three parcels for general discrimination experience, three parcels for resource depletion, and three parcels for WIF using the balance approach (the three items with the highest loadings serve to anchor the three parcels, then the three items with the next highest loadings are added to each anchor in an inverted order, and the three items with the next highest loadings are added to the three anchors in turn. This process continues until all items are entered into the parcels; Cho and Kim, 2022).
9. Because all the within-person level variables were collected from a single source, we specified a comparison model in which we added a common method variance factor at both the within-person and between-person levels. Due to model complexity, this model failed to converge.

References

- Amstad, F.T., Meier, L.L., Fasel, U., Elfering, A. and Semmer, N.K. (2011), "A meta-analysis of work-family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations", *Journal of Occupational Health Psychology*, Vol. 16 No. 2, pp. 151-169, doi: [10.1037/a0022170](https://doi.org/10.1037/a0022170).
- Boekhorst, J.A. (2015), "The role of authentic leadership in fostering workplace inclusion: a social information processing perspective", *Human Resource Management*, Vol. 54 No. 2, pp. 241-264, doi: [10.1002/hrm.21669](https://doi.org/10.1002/hrm.21669).

- Brewer, M.B. (1991), "The social self: on being the same and different at the same time", *Personality and Social Psychology Bulletin*, Vol. 17 No. 5, pp. 475-482, doi: [10.1177/0146167291175001](https://doi.org/10.1177/0146167291175001).
- Brislin, R.W. (1970), "Back-translation for cross-cultural research", *Journal of Cross-Cultural Psychology*, Vol. 1 No. 3, pp. 185-216, doi: [10.1177/135910457000100301](https://doi.org/10.1177/135910457000100301).
- Byron, K. (2005), "A meta-analytic review of work-family conflict and its antecedents", *Journal of Vocational Behavior*, Vol. 67 No. 2, pp. 169-198, doi: [10.1016/j.jvb.2004.08.009](https://doi.org/10.1016/j.jvb.2004.08.009).
- Carlson, D., Ferguson, M., Hunter, E. and Whitten, D. (2012), "Abusive supervision and work-family conflict: the path through emotional labor and burnout", *The Leadership Quarterly*, Vol. 23 No. 5, pp. 849-859, doi: [10.1016/j.leafqua.2012.05.003](https://doi.org/10.1016/j.leafqua.2012.05.003).
- Cho, S. and Kim, S. (2022), "Does a healthy lifestyle matter? A daily diary study of unhealthy eating at home and behavioral outcomes at work", *Journal of Applied Psychology*, Vol. 107 No. 1, pp. 23-39, doi: [10.1037/apl0000890](https://doi.org/10.1037/apl0000890).
- Chung, B., Ehrhart, K.H., Shore, L.M., Dean, M., Randel, A. and Kedharnath, U. (2020), "Work group inclusion: test of a scale and model", *Group and Organization Management*, Vol. 45 No. 1, pp. 75-102, doi: [10.1177/1059601119839858](https://doi.org/10.1177/1059601119839858).
- Frone, M.R., Russell, M. and Cooper, M.L. (1992), "Antecedents and outcomes of work-family conflict: testing a model of the work-family interface", *Journal of Applied Psychology*, Vol. 77 No. 1, pp. 65-78, doi: [10.1037/0021-9010.77.1.65](https://doi.org/10.1037/0021-9010.77.1.65).
- Fujimoto, Y., Ferdous, A. and Wali, F. (2023), "Integrative resource model of workplace inclusion for reduced inequality: conservation of resources perspective", *Journal of Business Ethics*, Vol. 187 No. 2, pp. 301-323, doi: [10.1007/s10551-022-05218-7](https://doi.org/10.1007/s10551-022-05218-7).
- Greenhaus, J.H. and Beutell, N.J. (1985), "Sources of conflict between work and family roles", *Academy of Management Review*, Vol. 10 No. 1, pp. 76-88, doi: [10.2307/258214](https://doi.org/10.2307/258214).
- Griffiths, C., Pio, E. and McGhee, P. (2023), "Tempered radicals in manufacturing: invisible champions of inclusion", *Journal of Management and Organization*, Vol. 29 No. 6, pp. 1157-1178, doi: [10.1017/jmo.2022.59](https://doi.org/10.1017/jmo.2022.59).
- Gutek, B.A., Searle, S. and Klepa, L. (1991), "Rational versus gender role explanations for work-family conflict", *Journal of Applied Psychology*, Vol. 76 No. 4, pp. 560-568, doi: [10.1037//0021-9010.76.4.560](https://doi.org/10.1037//0021-9010.76.4.560).
- Halbesleben, J.R., Neveu, J.P., Paustian-Underdahl, S.C. and Westman, M. (2014), "Getting to the "COR" understanding the role of resources in conservation of resources theory", *Journal of Management*, Vol. 40 No. 5, pp. 1334-1364, doi: [10.1177/0149206314527130](https://doi.org/10.1177/0149206314527130).
- Hebl, M., Cheng, S.K. and Ng, L.C. (2020), "Modern discrimination in organizations", *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 7 No. 1, pp. 257-282, doi: [10.1146/annurev-orgpsych-012119-044948](https://doi.org/10.1146/annurev-orgpsych-012119-044948).
- Hobfoll, S.E. (1989), "Conservation of resources: a new attempt at conceptualizing stress", *American Psychologist*, Vol. 44 No. 3, pp. 513-524, doi: [10.1037/0003-066x.44.3.513](https://doi.org/10.1037/0003-066x.44.3.513).
- Hofmann, D.A. and Gavin, M.B. (1998), "Centering decisions in hierarchical linear models: implications for research in organizations", *Journal of Management*, Vol. 24 No. 5, pp. 623-641, doi: [10.1016/s0149-2063\(99\)80077-4](https://doi.org/10.1016/s0149-2063(99)80077-4).
- Janssens, M. and Steyaert, C. (2020), "The site of diversalizing: the accomplishment of inclusion in intergenerational dance", *Journal of Management Studies*, Vol. 57 No. 6, pp. 1143-1173, doi: [10.1111/joms.12524](https://doi.org/10.1111/joms.12524).
- Johnson, R.E., Lanaj, K. and Barnes, C.M. (2014), "The good and bad of being fair: effects of procedural and interpersonal justice behaviors on regulatory resources", *Journal of Applied Psychology*, Vol. 99 No. 4, pp. 635-650, doi: [10.1037/a0035647](https://doi.org/10.1037/a0035647).
- Jolly, P.M., Kong, D.T. and Kim, K.Y. (2021), "Social support at work: an integrative review", *Journal of Organizational Behavior*, Vol. 42 No. 2, pp. 229-251, doi: [10.1002/job.2485](https://doi.org/10.1002/job.2485).

- Jones, K.P., Peddie, C.I., Gilrane, V.L., King, E.B. and Gray, A.L. (2016), "Not so subtle: a meta-analytic investigation of the correlates of subtle and overt discrimination", *Journal of Management*, Vol. 42 No. 6, pp. 1588-1613, doi: [10.1177/0149206313506466](https://doi.org/10.1177/0149206313506466).
- Kim, M. and Beehr, T.A. (2020), "The long reach of the leader: can empowering leadership at work result in enriched home lives?", *Journal of Occupational Health Psychology*, Vol. 25 No. 3, pp. 203-213, doi: [10.1037/ocp0000177](https://doi.org/10.1037/ocp0000177).
- Lanaj, K., Johnson, R.E. and Barnes, C.M. (2014), "Beginning the workday yet already depleted? Consequences of late-night smartphone use and sleep", *Organizational Behavior and Human Decision Processes*, Vol. 124 No. 1, pp. 11-23, doi: [10.1016/j.obhdp.2014.01.001](https://doi.org/10.1016/j.obhdp.2014.01.001).
- Lanaj, K., Kim, P.H., Koopman, J. and Matta, F.K. (2018), "Daily mistrust: a resource perspective and its implications for work and home", *Personnel Psychology*, Vol. 71 No. 4, pp. 545-570, doi: [10.1111/peps.12268](https://doi.org/10.1111/peps.12268).
- Li, A., McCauley, K.D. and Shaffer, J.A. (2017), "The influence of leadership behavior on employee work-family outcomes: a review and research agenda", *Human Resource Management Review*, Vol. 27 No. 3, pp. 458-472, doi: [10.1016/j.hrmr.2017.02.003](https://doi.org/10.1016/j.hrmr.2017.02.003).
- Li, Y., Perera, S., Kulik, C.T. and Metz, I. (2019), "Inclusion climate: a multilevel investigation of its antecedents and consequences", *Human Resource Management*, Vol. 58 No. 4, pp. 353-369, doi: [10.1002/hrm.21956](https://doi.org/10.1002/hrm.21956).
- Li, Y., Kleshinski, C.E., Wilson, K.S. and Zhang, K. (2022a), "Age differences in affective responses to inclusion experience: a daily diary study", *Personnel Psychology*, Vol. 75 No. 4, pp. 805-832, doi: [10.1111/peps.12484](https://doi.org/10.1111/peps.12484).
- Li, Y., Shao, Y., Wang, M., Fang, Y., Gong, Y. and Li, C. (2022b), "From inclusive climate to organizational innovation: examining internal and external enablers for knowledge management capacity", *Journal of Applied Psychology*, Vol. 107 No. 12, pp. 2285-2305, doi: [10.1037/apl0001014](https://doi.org/10.1037/apl0001014).
- Liu, Y., Wang, M., Chang, C.H., Shi, J., Zhou, L. and Shao, R. (2015), "Work-family conflict, emotional exhaustion, and displaced aggression toward others: the moderating roles of workplace interpersonal conflict and perceived managerial family support", *Journal of Applied Psychology*, Vol. 100 No. 3, pp. 793-808, doi: [10.1037/a0038387](https://doi.org/10.1037/a0038387).
- Lyu, Y., Wang, M., Le, J. and Kwan, H.K. (2019), "Effects of authentic leadership on work-family balance in China", *Journal of Managerial Psychology*, Vol. 34 No. 2, pp. 110-123, doi: [10.1108/jmp-08-2018-0340](https://doi.org/10.1108/jmp-08-2018-0340).
- Mor Barak, M.E., Luria, G. and Brimhall, K.C. (2022), "What leaders say versus what they do: inclusive leadership, policy-practice decoupling, and the anomaly of climate for inclusion", *Group and Organization Management*, Vol. 47 No. 4, pp. 840-871, doi: [10.1177/10596011211005916](https://doi.org/10.1177/10596011211005916).
- Muthén, L.K. and Muthén, B.O. (1998-2017), *Mplus User's Guide*, 8th ed., Muthén and Muthén, Los Angeles, CA.
- Nembhard, I.M. and Edmondson, A.C. (2006), "Making it safe: the effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams", *Journal of Organizational Behavior*, Vol. 27 No. 7, pp. 941-966, doi: [10.1002/job.413](https://doi.org/10.1002/job.413).
- Nishii, L.H. (2013), "The benefits of climate for inclusion for gender-diverse groups", *Academy of Management Journal*, Vol. 56 No. 6, pp. 1754-1774, doi: [10.5465/amj.2009.0823](https://doi.org/10.5465/amj.2009.0823).
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y. and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies", *Journal of Applied Psychology*, Vol. 88 No. 5, pp. 879-903, doi: [10.1037/0021-9010.88.5.879](https://doi.org/10.1037/0021-9010.88.5.879).
- Randel, A.E., Galvin, B.M., Shore, L.M., Ehrhart, K.H., Chung, B.G., Dean, M.A. and Kedharnath, U. (2018), "Inclusive leadership: realizing positive outcomes through belongingness and being valued for uniqueness", *Human Resource Management Review*, Vol. 28 No. 2, pp. 190-203, doi: [10.1016/j.hrmr.2017.07.002](https://doi.org/10.1016/j.hrmr.2017.07.002).
- Roberson, Q.M. (2006), "Disentangling the meanings of diversity and inclusion in organizations", *Group and Organization Management*, Vol. 31 No. 2, pp. 212-236, doi: [10.1177/1059601104273064](https://doi.org/10.1177/1059601104273064).

- Roberson, Q.M. and Perry, J.L. (2022), "Inclusive leadership in thought and action: a thematic analysis", *Group and Organization Management*, Vol. 47 No. 4, pp. 755-778, doi: [10.1177/10596011211013161](https://doi.org/10.1177/10596011211013161).
- Schermuly, C.C. and Meyer, B. (2016), "Good relationships at work: the effects of Leader–Member Exchange and Team–Member Exchange on psychological empowerment, emotional exhaustion, and depression", *Journal of Organizational Behavior*, Vol. 37 No. 5, pp. 673-691, doi: [10.1002/job.2060](https://doi.org/10.1002/job.2060).
- Schneider, P. and Sting, F.J. (2020), "Employees' perspectives on digitalization-induced change: exploring frames of industry 4.0", *Academy of Management Discoveries*, Vol. 6 No. 3, pp. 406-435.
- Selig, J.P. and Preacher, K.J. (2008), "Monte Carlo method for assessing mediation: an interactive tool for creating confidence intervals for indirect effects", [Computer Software], available at: <http://quantpsy.org/>
- Shore, L.M. and Chung, B.G. (2022), "Inclusive Leadership: how leaders sustain or discourage work group inclusion", *Group and Organization Management*, Vol. 47 No. 4, pp. 723-754, doi: [10.1177/1059601121999580](https://doi.org/10.1177/1059601121999580).
- Shore, L.M. and Chung, B.G. (2023), "Enhancing leader inclusion while preventing social exclusion in the work group", *Human Resource Management Review*, Vol. 33 No. 1, 100902, doi: [10.1016/j.hrmr.2022.100902](https://doi.org/10.1016/j.hrmr.2022.100902).
- Shore, L.M., Randel, A.E., Chung, B.G., Dean, M.A., Ehrhart, K.H. and Singh, G. (2011), "Inclusion and diversity in work groups: a review and model for future research", *Journal of Management*, Vol. 37 No. 4, pp. 1262-1289, doi: [10.1177/0149206310385943](https://doi.org/10.1177/0149206310385943).
- Shore, L.M., Cleveland, J.N. and Sanchez, D. (2018), "Inclusive workplaces: a review and model", *Human Resource Management Review*, Vol. 28 No. 2, pp. 176-189, doi: [10.1016/j.hrmr.2017.07.003](https://doi.org/10.1016/j.hrmr.2017.07.003).
- Sin, H.-P., Nahrgang, J.D. and Morgeson, F.P. (2009), "Understanding why they don't see eye to eye: an examination of leader-member exchange agreement", *Journal of Applied Psychology*, Vol. 94 No. 4, pp. 1048-1057, doi: [10.1037/a0014827](https://doi.org/10.1037/a0014827).
- Tang, N., Wang, Y. and Zhang, K. (2017), "Values of Chinese generation cohorts: do they matter in the workplace?", *Organizational Behavior and Human Decision Processes*, Vol. 143, pp. 8-22, doi: [10.1016/j.obhdp.2017.07.007](https://doi.org/10.1016/j.obhdp.2017.07.007).
- ten Brummelhuis, L.L. and Bakker, A.B. (2012), "A resource perspective on the work–home interface: the work–home resources model", *American Psychologist*, Vol. 67 No. 7, pp. 545-556, doi: [10.1037/a0027974](https://doi.org/10.1037/a0027974).
- Thompson, M.J., Carlson, D.S., Kacmar, K.M. and Vogel, R.M. (2020), "The cost of being ignored: emotional exhaustion in the work and family domains", *Journal of Applied Psychology*, Vol. 105 No. 2, pp. 186-195, doi: [10.1037/apl0000433](https://doi.org/10.1037/apl0000433).
- Wang, M., Liao, H., Zhan, Y. and Shi, J. (2011), "Daily customer mistreatment and employee sabotage against customers: examining emotion and resource perspectives", *Academy of Management Journal*, Vol. 54 No. 2, pp. 312-334, doi: [10.5465/amj.2011.60263093](https://doi.org/10.5465/amj.2011.60263093).
- Williams, D.R., Yu, Y., Jackson, J.S. and Anderson, N.B. (1997), "Racial differences in physical and mental health: socio-economic status, stress and discrimination", *Journal of Health Psychology*, Vol. 2 No. 3, pp. 335-351, doi: [10.1177/135910539700200305](https://doi.org/10.1177/135910539700200305).
- Zhou, Z.E., Meier, L.L. and Spector, P.E. (2019), "The spillover effects of coworker, supervisor, and outsider workplace incivility on work-to-family conflict: a weekly diary design", *Journal of Organizational Behavior*, Vol. 40 Nos 9-10, pp. 1000-1012, doi: [10.1002/job.2401](https://doi.org/10.1002/job.2401).

Corresponding author

Kaili Zhang can be contacted at: kellyzhang@ecust.edu.cn

For instructions on how to order reprints of this article, please visit our website:

www.emeraldgrouppublishing.com/licensing/reprints.htm

Or contact us for further details: permissions@emeraldinsight.com