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Effects of Gender Diversity, Inclusive Leadership, and Psychological Safety on Contextual Performance: Exploring Moderating Role of Cultural and Social Norms

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Abstract

The research examines the impact of gender diversity on contextual performance, its mediating factors of inclusive leadership and psychological safety, and its moderating factor of social and cultural norms. The study aims to search for empirical evidence to understand how gender diversity impacts behavior in the workplace and how working climate and leadership affect such a relationship in the business world. Quantitative design was utilized, and data were gathered from 214 corporate industry employees. A structured format questionnaire was applied to capture the key variables, and the data were examined through ADANCO software in order to allow partial least squares structural equation modeling (PLS-SEM). Confirmatory factor analysis (CFA) and path analysis were employed to set variable relationships. The results demonstrate that gender diversity is positively linked to contextual performance. Inclusive leadership and psychological safety mediate the relationship and highlight their value in creating employee engagement and discretionary effort. Social and cultural norms also moderate the impact of gender diversity on contextual performance, thus implying that programs for diversity have to be adapted to different organizational and cultural environments. This study contributes to diversity management and leadership literature by providing empirical evidence on the mechanisms through which gender diversity enhances contextual performance. The findings offer practical insights for organizations to develop inclusive leadership practices and foster psychologically safe workplaces to maximize the benefits of workforce diversity.

Keywords: Gender Diversity, Contextual Performance, Inclusive Leadership, Psychological Safety, Social and Cultural Norms.

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Introduction

Gender diversity in organizations has garnered considerable attention in contemporary management literature because of its applicability to organizational dynamics, creativity, and general performance (Alhosani and Nobanee 2023). Organizations across the globe are putting more emphasis on diversity and inclusion initiatives as a diverse workforce contributes numerous diversified perspectives, leading to improved decision-making, problem-solving, and innovation abilities (Bazel-Shoham et al. 2024). More broadly, gender diversity is a significant driver of team performance, leadership performance, and organizational culture development (Ferrary and Déo 2023). Inclusive leadership is a critical intervening variable in this relationship since it is a platform where diverse employees feel valued and encouraged to contribute (Chen et al. 2021). Inclusive leaders establish openness, participation, and fairness, which are required to ensure that gender diversity is converted into quality workplace behaviors (Khan et al. 2024). Psychological safety is equally significant so that workers feel free to express their thoughts freely without fear of retaliation (Cazan 2023).

The primary emphasis of empirical studies on gender diversity in companies has been its impact on various performance measures, including employee satisfaction, profitability, and innovation. Research indicates that gender-diverse groups tend to be more innovative because they introduce diverse ways of thinking and solving problems (Gormley et al. 2023). For instance, Khatri (2023) quoted that cognitive diversity within teams leads to better decision-making and problem-solving and, hence, better overall team performance. The link between gender diversity and contextual performance, however, has been comparatively less researched and, hence, more studies are needed (Liu et al. 2023). Evidence-based research also identifies the role of inclusive leadership towards superior workplace diversity outcomes. Shakil, Memon and Ting (2023) opine that inclusive leaders create environments where diverse employees are motivated to perform, and hence they facilitate better cooperation and collaboration. Ganon-Shilon et al. (2023) established that inclusive leadership employees possess higher organizational citizenship behaviors, which are key components of contextual performance.

Psychological safety was also observed to be a significant process through which gender diversity influences organizational performance. McCausland (2023) initially employed the term "psychological safety," highlighting its significance in enabling employees to take interpersonal risks and share information freely. Shen (2023) found in a study that high psychological safety teams exchanged more knowledge and cooperative behavior, both of which are critical for contextual performance. These results indicate that psychological safety could be mediating the link between gender diversity and contextual performance by creating a climate of trust and openness (Paul, Rathore and Sial 2023). Social culture and norms also influence what types of conversion of gender diversity into workplace outcomes are like. Guizani and Abdalkrim (2023) are certain that organizational routines and employee behavior are influenced by gender role attitudes in society. Where gender roles are institutionalized, the women can be excluded from full involvement in decision-making, such that their presence could contribute less to the gender diversity effect on contextual performance (Edeh et al. 2023). These findings underscore the importance of considering the role of social and cultural factors when focusing on the effect of gender diversity on contextual performance.

Even though there has been a lot of research on gender diversity, some gaps in the literature exist, especially in its link to contextual performance (Giannetti and Wang 2023). To begin with, the majority of research on gender diversity examines its impact on innovation and financial performance, but less attention is given to discretionary workplace behaviors that drive overall organizational effectiveness (Ferrary and Déo 2023). Contextual performance, encompassing behaviors of cooperation and commitment, is critical to organizational

effectiveness, but their connection to gender diversity has not been well researched (Zaw and Takahashi 2022). Second, although inclusive leadership has also emerged as a most important factor in fostering workplace diversity, much less has been empirically tested on its mediating effect in the connection between gender diversity and contextual performance (Patwary et al. 2023). Previous research has isolated inclusive leadership for study but did not investigate how it interacts with gender diversity to influence voluntary workplace behaviors (Liu et al. 2023). Psychological safety research has also mainly concentrated on its immediate impact on team performance, without much concern for understanding the mediator role that psychological safety plays between gender diversity and contextual performance (Bonde et al. 2023). Last but not least, social and cultural norms have been recognized as significant moderators in diversity studies, although their influence on the gender diversity-contextual performance relationship still lags (Gormley et al. 2023).

This study aims to address these gaps by examining the following research objectives:

1. To investigate the impact of gender diversity on contextual performance in organizational settings.
2. To explore the mediating role of inclusive leadership in the relationship between gender diversity and contextual performance.
3. To examine whether psychological safety mediates the relationship between gender diversity and contextual performance.
4. To assess the moderating effect of social and cultural norms on the gender diversity-contextual performance link.

This research adds to workplace diversity studies by providing new evidence on the effects of gender diversity on contextual performance. By examining inclusive leadership and psychological safety as mediators of diversity impact on discretionary workplace behavior, this study offers a more enlightened view of how diversity impacts discretionary work behavior in the workplace. Further, by incorporating social and cultural norms as a moderator, the study also identifies the more intangible contextual drivers that drive diversity outcomes. The findings are useful to guide organizational leadership practice and policymaking on building inclusive and high-performing workforces.

Theoretical framework here is derived from social role theory and the inclusion model, which both have implications regarding connections among workplace culture, leadership, gender diversity, and performance implications. Workplace behavior, deriving from social role theory, involves feminine and masculine roles and these end up determining how diversified groups do work (Guizani and Abdalkrim 2023). The inclusion framework also highlights inclusive leadership to establish spaces where diversity rewards (Chen et al. 2021). Psychological safety theory also validates the mediating role of psychological safety in establishing engagement and cooperation. Contingency theory also suggests that the gender diversity effect is moderated by external forces such as social and cultural norms (Eliwa, Aboud and Saleh 2023). These theoretical frameworks offer a frame of reference for understanding at a general level how gender diversity intersects with cultural norms, leadership, and psychological safety to influence contextual performance.

Literature Review

The influence of gender diversity on various work outcomes, such as contextual performance i.e., discretionary behaviors that help create an organisation's social and psychological climate, e.g., cooperation, service to others, and organisational goal commitment has been a popular research agenda in

organisational behavior (Annor, Ayertey and Agyemang 2023; Junça Silva and Caetano 2024). Evidence shows that diverse and gender-diverse staff is capable of facilitating contextual performance via the introduction of various ideas, diversity, and a stronger culture at work (Dongrey and Rokade 2021). Based on Zaw and Takahashi's (2022) research findings, cognitively diverse groups are likely to undergo the cognitive elaboration process, or they are more likely to possess more elaborate information processing and problem-solving because diversity in experience and perspective is provided.

Its impact on contextual performance also depends on organizational culture, leadership, and work policies (Shen 2023). It is found that organizations with inclusive leadership and good diversity management practices are likely to leverage the strengths of gender diversity. For example, transformational leaders who emphasize teamwork and empowerment can minimize potential conflict likely to occur as a result of diversity by establishing an environment in which employees feel empowered to exhibit supportive behaviors (Paul, Rathore and Sial 2023). Workers are more likely to adopt voluntary behaviors that improve the performance of their workplaces if they perceive their workplaces as fair and equitable (Elsner Twesme, Werner and Simha 2021).

Gender Diversity and Contextual Performance

Gender diversity, or having more than one gender in an organization or group, has been widely researched within organizational studies as it is considered to affect organizational performance (Alhosani and Nobanee 2023). It transcends numbers in terms of representation to the extent to which different experiences and viewpoints are being represented in organizational activities (Bazel-Shoham et al. 2024). There is evidence that gender-diverse teams possess greater skills variety, problem-solving approaches, and cooperation behaviors that can be transferred to contextual performance, or discretionary behavior with a positive impact on the organizational environment (Farooq, Gan and Nadeem 2023).

Empirical literature has shown that gender diversity can be useful in impacting contextual performance when inclusive organizational processes allow it (Edeh et al. 2023). An example of a study by Guizani and Abdalkrim (2023) illustrates that inclusive work environments facilitate diverse employees to perform optimally by increasing the sense of belongingness and shared mission. In addition, gender-diverse groups are supported by enhanced creativity, flexibility, and interpersonal support, which are also core constructs of contextual performance (Khatri 2023). To what extent gender diversity impacts contextual performance thus relies on the extent to which organizations address diversity issues (Guizani and Abdalkrim 2023). Having the potential to have both positive and negative impacts, it is anticipated that;

H1: Gender diversity has a significant impact on contextual performance.

Inclusive Leadership and Contextual Performance

Inclusive leadership, in which leaders are sensitive to fairness, openness, and active participation, has been known as a causal mechanism for contextual performance. Inclusive leaders shape an environment where employees are esteemed and empowered and, therefore, engage in discretionary behaviors for the organization's benefit (Cao, Zhao and Zhao 2023). Inclusive leaders also proactively seek input from different employees, foster cooperation, and reduce social restrictions that otherwise would hinder contextual performance (Lee and Shin 2024). By developing an inclusive culture, these leaders encourage employees to engage in cooperative and proactive behavior that reinforces the social cohesion of the

organization. Moreover, inclusive leaders' sensitivity to diverse viewpoints reinforces employees' motivation and confidence, thereby leading to contextual performance (Shakil, Memon and Ting 2023).

Empirical research supports the fact that inclusive leadership enhances contextual performance through its power to create commitment and cooperation. Chen et al. (2021) state that inclusive leadership employees perceive increased voluntary helping behavior and organizational commitment. Also, literature reveals that inclusive leaders create a psychological safety climate, and this will enhance contextual performance by minimizing fear of voice or voice contribution in extra-role behavior (Elsner Twesme, Werner and Simha 2021). On the other hand, an exclusionary leader is likely to disenfranchise employees and lower their cooperation, and this will be detrimental to contextual performance (Paul, Rathore and Sial 2023). These findings imply that one of the primary forces that drive contextual performance is the presence of inclusive leadership. It is thus hypothesized that;

H2: Inclusive leadership has a significant impact on contextual performance.

Psychological Safety and Contextual Performance

One of the major drivers of workplace behavior is psychological safety, or the feeling that one can speak freely and openly without fear of consequences (McCausland 2023). It enables employees to risk being vulnerable at the interpersonal level, seek help, and offer suggestions without fear of embarrassment or retribution (Alami, Zahedi and Krancher 2023). With strong psychological safety within organizations, employees will be likely to exhibit extra-role behaviors that enhance contextual performance, such as assisting others and creating a positive work environment (Farooq, Gan and Nadeem 2023). In the absence of it, employees will not risk engaging in behaviors outside of their official job description, hence constraining contextual performance (Junça Silva and Caetano 2024).

Studies have continually stressed the importance of psychological safety to enhance contextual performance (Zaw and Takahashi 2022). A paper by Dongrey and Rokade (2021) determined that highly psychologically safe teams experienced higher levels of cooperation and information sharing, resulting in enhanced contextual performance. A study by Een and Aulia (2024) showed likewise that employees who worked in psychologically safe conditions were more likely to perform discretionary behaviors that contributed positively to the firm. Organizations that do not establish psychological safety are likely to suffer from decreased employee motivation and fewer voluntary efforts to work-related tasks (Chen et al. 2021). Based on these empirical findings, it is hypothesized that;

H3: Psychological safety has a significant impact on contextual performance.

Inclusive Leadership as Mediator

Research has proven that inclusive leadership is a major contributor to building gender diversity into positive work outcomes, namely contextual performance. Inclusive leaders ensure that diverse workers are valued and heard, lessening such negative effects of diversity as social categorization and subgroup identification (Cao, Zhao and Zhao 2023). Empirical evidence has identified inclusive leadership to build the strength of gender diversity through creating collaboration, reducing discrimination, and maximising utilization of varied forms of thought in decision-making at organizational levels (Chen et al. 2021). For example, when gender was present at different workgroup levels, Ganon-Shilon et al. (2023) showed that inclusive leadership had a substantial positive association with employees' purpose toward discretionary behavior.

Based on these empirical observations, inclusive leadership can be referred to as a mediator of gender diversity and contextual performance by facilitating an inclusive culture where diversity is leveraged for the greater good of the organization (Khan et al. 2024). By facilitation of active participation and fair treatment by leaders, diverse workers are more inclined to display cooperative and supportive behaviors (Lee and Shin 2024). Furthermore, inclusive leadership provides for issues that may arise from other gender diversity, for instance, conflict based on variations in communication style or decision style (Shakil, Memon and Ting 2023). In organizations that are sensitive to inclusivity, gender diversity is bound to lead to enhanced teamwork, trust, and motivation, eventually leading to increased contextual performance (Jha, Pal and Sarkar 2024). With these in mind, it is expected that;

***H4:** Inclusive leadership mediates the relationship between gender diversity and contextual performance.*

Psychological safety as Mediator

One established method by which gender diversity affects contextual performance is through psychological safety (Alami, Zahedi and Krancher 2023). Research indicates that gender-diverse teams usually face initial problems of trust and communication, but when psychological safety is high, these problems are reduced, and team functioning improves (Cazan 2023). Studies by Dongrey and Rokade (2021) established that psychological safety promotes interpersonal risk-taking, where workers can exchange ideas and ask for assistance without worrying about adverse reactions. In diverse gender teams, where there are possible differences in point of view and work habits, psychological safety ensures that all members' opinions are heard, hence improving teamwork and discretionary workplace actions (McCausland 2023).

Building upon this research, it is clear that psychological safety is the mediator of contextual performance and gender diversity (Itzchakov et al. 2023). Gender diversity, by itself, does not necessarily translate into performance improvements; instead, how much diverse workers are made to feel psychologically safe is what makes them work extra-role behaviors that maximize organizational performance (Bonde et al. 2023). Where psychological safety exists, gender-diverse teams will be more apt to demonstrate cooperation and respect towards one another, creating a working environment where contextual performance can prosper (Durrah 2023). Conversely, where psychological safety does not exist, diverse workers will be restricted from contributing maximally, thus minimizing the maximization of the benefits of gender diversity (Farooq, Gan and Nadeem 2023). Accordingly, it is hypothesized that;

***H5:** Psychological safety mediates the relationship between gender diversity and contextual performance.*

Social and Cultural Norms as Moderator

Social and cultural norms contribute a lot in determining how gender diversity influences work outcomes, specifically how contextual performance is influenced (Annor, Ayertey and Agyemang 2023). Evidence has shown that societal views about gender roles may influence perceptions and utilization of gender diversity in organizations (Huđek, Tominc and Širec 2021). Women can be excluded from equal opportunities in decision-making positions in cultures with strongly bound traditional gender norms, and their contributions can dilute the positive impacts of gender diversity on contextual performance (Guizani and Abdalkrim 2023). The literature also finds that variations in leadership styles and working relationships across cultures are expected to influence the transformation of gender diversity into discretionary performance (Eliwa, Aboud and Saleh 2023).

Based on these results, social and cultural norms can be used as a moderating variable between contextual performance and gender diversity. Organizations will be able to gain more from gender diversity because of less bias and greater tolerance of diverse ideas in more developed gender norms societies (Liu, Wan and Wang 2022). Yet, in cultures characterized by high gender stereotypes, gender diversity in itself may not be enough to improve contextual performance because biases can inhibit equal contribution (Khatri 2023). That is, the larger social and cultural environment in which an organization exists will shape how gender diversity impacts contextual performance.

H6: *Social and cultural norms moderate the relationship between gender diversity and contextual performance.*

Theoretical Framework Supporting Research

This study draws upon the inclusion theory and social role theory to explain the interplay effect of inclusive leadership, gender diversity, social and cultural norms, psychological safety, and their combined impacts on contextual performance. Social role theory argues that organizational behaviors are susceptible to being shaped using gender expectations whereby various workforces introduce diversified strengths and diversity perspective that translate into organizational performance where they are properly led (Khatri 2023). Diversity alone is not enough; inclusive leadership must be present to establish an environment where everyone feels valued and included to contribute (Khan et al. 2024). The inclusion model also theorizes that job inclusion is one of the principal factors in optimized diversity for performance dividends, since engagement, teamwork, and psychological security are imparted through employment inclusion (Shafaei et al. 2023). Psychological security is also considered an essential mediator here, by which gender-mixed employees shall freely offer inputs and undertake discretionary actions in anticipation of being treated fairly without feelings of exclusion (McCausland 2023). In addition, contingency theories imply that the influence of gender diversity is moderated by situational conditions like social and cultural norms that influence the connection between diversity and contextual performance through the formation of workplace attitudes and behaviors towards gender roles (Shen 2023). Within organizations with egalitarian gender norms, diversity will be most likely to result in beneficial impacts on performance, but within traditional environments, benefits are destined to be hindered by prevailing stereotypes and organizational structures (Gelfand, Gavrillets and Nunn 2024). These theoretical perspectives combined offer an integrative framework (Figure 1) for synthesizing the impact of gender diversity and its intersection with leadership, psychological safety, and gender culture as drivers of contextual performance.

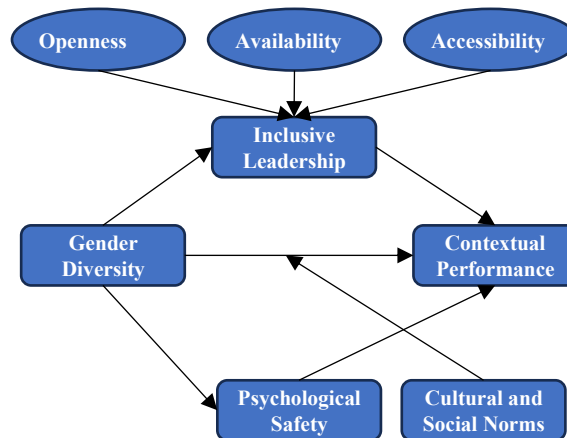


Figure 1: Conceptual Framework.

Methodology

The study's research design sought to establish validity and reliability of proof of the gender diversity contextual performance effect, mediating influences of inclusive leadership and psychological safety, and moderation influence of social and cultural norms. The research utilized a quantitative paradigm based on systematic survey data collection from business professionals. The sample population was drawn from employees of various corporate companies, multinational companies, banks, and IT companies to ensure a broad range of variation in workplace diversity and leadership practices. The sample included 214 participants who were sampled through purposive sampling as a step towards reaching out to individuals who have firsthand experience with workplace diversity, leadership practices, and psychological safety issues. Population sampling was conducted using mid- and senior-level employees, team leaders, and managers to achieve a complete view of the involved variables. An appropriate sample size adequate enough for structural equation modeling (SEM) analysis through ADANCO, a robust PLS-SEM program particularly designed to deal with complex interdependencies between latent variables, was employed. For the purpose of establishing measurement construct validity and reliability, the survey instrument (Table 1) applied in this study was based on prior studies' well-established scales. In order to quantify the extent of agreement with every statement, all the survey items were rated on a five-point Likert scale from strongly disagree to strongly agree.

Table 1: Questionnaire Profile.

Variable	No of Items	Source
Gender Diversity	2	(Dongrey and Rokade 2021)
Psychological Safety	5	(Mogard, Rorstad and Bang 2022)
Inclusive Leadership	12	(Lee and Shin 2024)
Contextual Performance	12	(Zaw and Takahashi 2022)
Cultural and Social Norms	5	(Huđek, Tominc and Širec 2021)

Data collected were analyzed with ADANCO, where reliability, validity, and structural relationships among the variables could be established. Prior to analysis of direct, mediating, and moderating effects through path analysis, the measurement model fit was also examined using confirmatory factor analysis (CFA). Utilization of ADANCO enabled estimation of strong relationships in the avoidance of multicollinearity and measurement error. The strength of the method used in this study guarantees that the results capture significant data on how gender diversity, leadership style, and psychological safety relate to influence contextual performance in business.

Results

The validity and reliability of constructs in the study were estimated through Cronbach's alpha (α), average variance extracted (AVE), Jöreskog's rho (ρ_c), and Dijkstra-Henseler's rho (ρ_A), and are shown in Table 2. All ρ_A , ρ_c , and α values > 0.70 (Hair et al. 2021) showing high internal consistency across each of the constructs. Of the constructs, contextual performance is internally most reliable with $\rho_A = 0.931$, $\rho_c = 0.927$, and $\alpha = 0.928$, and it is internally reliable with strong measures. Gender diversity ($\rho_A = 0.829$, $\alpha = 0.820$) and psychological safety ($\rho_A = 0.887$, $\alpha = 0.882$) are very reliable as well, affirming that items of the same construct highly correlate.

AVE values were utilized to estimate convergent validity, which are above the 0.50 minimum requirement across all constructs and confirm that more than half the variance in each of their observed variables is explained by the constructs. Gender diversity posts the highest AVE (0.700) and, accordingly, its items highly converge toward the construct underlying. However, contextual performance, though high reliability, is found to have the lowest AVE (0.518), which, while above the cut-off, indicates that some of its indicators may overlap with other constructs' variance. Overall, the results establish that the constructs prove to have satisfactory reliability and validity, and therefore the measurement model (Figure 2) is robust.

Table 2: Variables Reliability and Validity.

	Dijkstra-Henseler's rho (ρ_A)	Jöreskog's rho (ρ_c)	Cronbach's alpha (α)	Average variance extracted (AVE)
Gender Diversity	0.829	0.823	0.820	0.700
Psychological Safety	0.887	0.882	0.882	0.601
Openness	0.872	0.870	0.871	0.627
Availability	0.844	0.840	0.844	0.569
Accessibility	0.904	0.867	0.871	0.630
Contextual Performance	0.931	0.927	0.928	0.518
Cultural and Social Norms	0.871	0.850	0.847	0.540

Figure 2: Estimated Model.

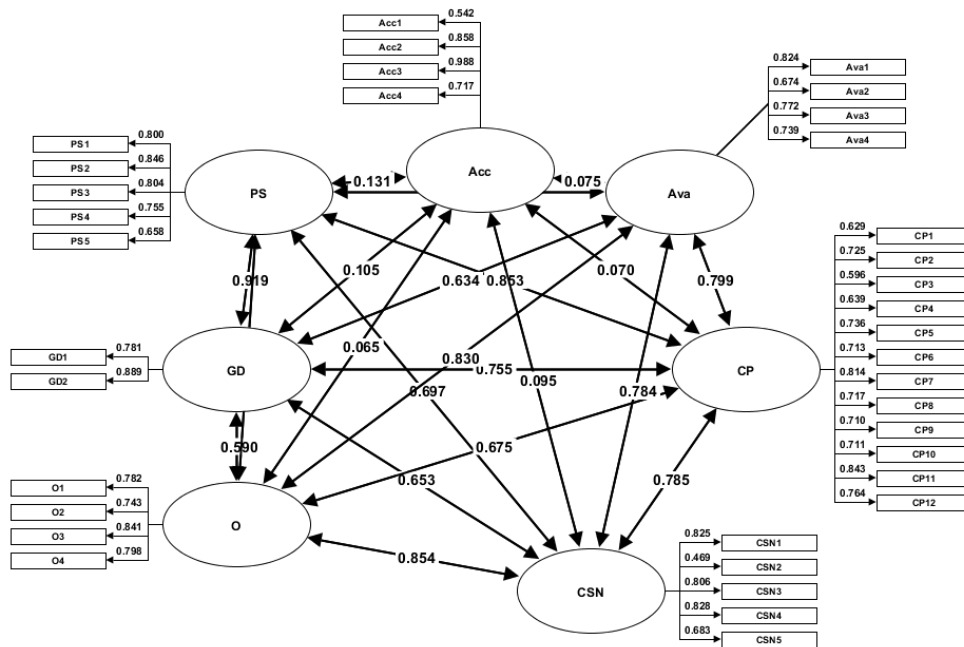


Table 3 presents the confirmatory factor analysis (CFA) results, with the standardized factor loadings for all indicators within their corresponding constructs. The findings confirm that all the indicators load strongly onto their respective constructs, providing evidence of good construct validity (Hair and Alamer 2022). Specifically, gender diversity factor loadings (GD1 = 0.781, GD2 = 0.889) and psychological safety (0.658 to 0.846) demonstrate that these factors are well-measured by their corresponding indicators. The same goes with openness (0.743 to 0.841), availability (0.674 to 0.824), and accessibility (0.542 to 0.988), all having strong loadings, in support of the measurement model's validity.

Table 3: Confirmatory Factor Analysis.

Indicator	Gender Diversity	Psychological Safety	Openness	Availability	Accessibility	Contextual Performance	Cultural and Social Norms
GD1	0.781						
GD2	0.889						
PS1		0.800					
PS2		0.846					
PS3		0.804					
PS4		0.755					
PS5		0.658					
O1			0.782				
O2			0.743				
O3			0.841				
O4			0.798				
Ava1				0.824			
Ava2				0.674			
Ava3				0.773			
Ava4				0.739			
Acc1					0.542		
Acc2					0.858		
Acc3					0.988		
Acc4					0.717		
CP1						0.629	
CP2						0.725	
CP3						0.596	
CP4						0.639	
CP5						0.736	
CP6						0.713	
CP7						0.814	
CP8						0.717	
CP9						0.710	
CP10						0.711	
CP11						0.843	
CP12						0.764	
CSN1							0.825
CSN2							0.469
CSN3							0.806
CSN4							0.828
CSN5							0.683

Contextual performance, with the most number of indicators, shows stable factor loadings ranging between 0.596 and 0.843. This indicates that

although there are somewhat lower loadings on some of the items (e.g., CP3 = 0.596), the overall construct maintains sound construct validity. Cultural and social norms also reveal significant factor loadings, where most indicators have above 0.680 loadings, save CSN2 that has a little lower loading of 0.469, perhaps signifying a measurement fine-tuning. By and large, the results from the CFA prove that the measurement model complies with specified factor loading specifications to warrant validity in capturing intended theoretical constructs.

Table 4 reports the discriminant validity using the heterotrait-monotrait (HTMT) ratio, which measures the degree to which constructs differ from each other. The suggested HTMT value of 0.85 (Henseler, Ringle and Sarstedt 2014) is shown, and most construct pairs are below this acceptable level, thereby indicating sufficient discriminant validity. The highest value of HTMT is found between social and cultural norms and openness (0.815), indicating a moderate correlation but still within reasonable limits. In the same way, psychological safety also has a high correlation with contextual performance (0.826), which indicates that though these constructs correlate, they are still separable. A significant finding is the HTMT values of accessibility, which are considerably lower than the other constructs (0.066 and 0.132). This indicates that accessibility is different conceptually from the other constructs, in line with the theoretical model. The findings affirm the constructs to be clearly differentiated from each other to avoid redundancy or conceptual overlap for the structural model (Figure 3).

Table 4: Discriminant Validity (HTMT).

Construct	GD	CP	CSN	PS	O	Ava
Gender Diversity						
Contextual Performance	0.758					
Cultural and Social Norms	0.656	0.770				
Psychological Safety	0.723	0.826	0.691			
Openness	0.588	0.666	0.815	0.608		
Availability	0.634	0.787	0.768	0.677	0.815	
Accessibility	0.093	0.071	0.089	0.132	0.066	0.082

Table 5 reports the model fit measures, such as the coefficient of determination (R^2), adjusted R^2 , and predictive measures of accuracy. From the results, the R^2 for psychological safety is the largest at 0.852, which means that 85.2% of the variance in psychological safety is explained by the independent variables. With such high explanatory power, it is confirmed that the predictors do have an effect on psychological safety, confirming its central place in the research model. contextual performance also shows a high R^2 value (0.816), indicating that 81.6% of contextual performance variance is explained by the independent variables, which testifies to the model's power in predicting job behaviors.

Table 5: R-square statistics Model Goodness of Fit Statistics.

Construct	Coefficient of determination (R^2)	Adjusted R^2	Q^2predict	RMSE	MAE
Psychological Safety	0.852	0.851	0.421	0.079	0.037
Inclusive Leadership	0.418	0.417			
Contextual Performance	0.816	0.814			

The Q^2 predict value (0.421) also shows high predictive accuracy, as values greater than 0 reflect that the model is highly predictive in relevance (Hair et al. 2021). The RMSE (0.079) and MAE (0.037) values also

reflect a well-fitted model with low error, making the findings statistically reliable. The findings confirm the capability of the model to explain and predict workplace behavior using the constructs under study, supporting the practical implications of the study.

Figure 3: Structural Model for Path Analysis.

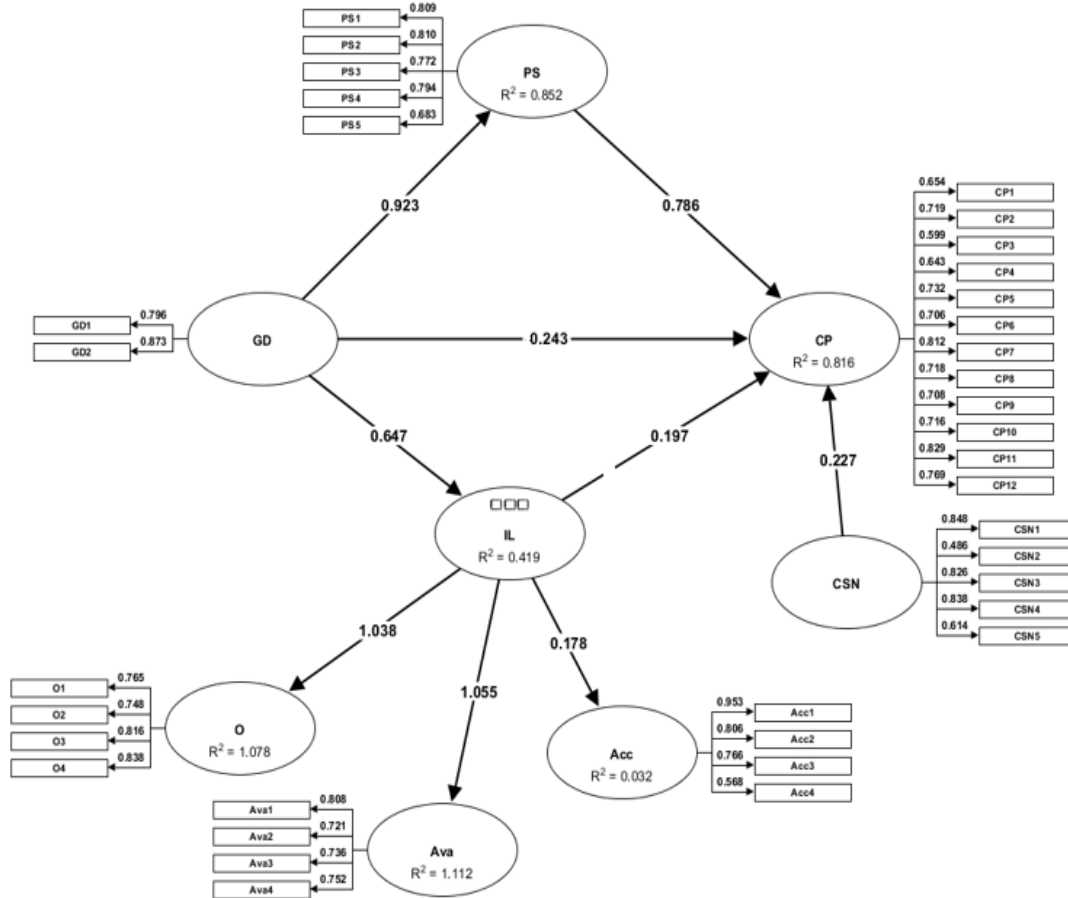


Table 6 illustrates the findings of the structural path analysis along with estimates of the t-values, p-values, standard errors, and coefficients for every hypothesis. The findings confirm the validity of all the suggested relations since the t-values are well above the key value of 1.96 and the p-values are less than 0.05. Gender diversity contributed most significantly to contextual performance ($\beta = 0.243$, $p < 0.001$), indicating that mixed workforces positively affect discretionary workplace behaviors. Furthermore, psychological safety ($\beta = 0.786$, $p < 0.001$) and inclusive leadership ($\beta = 0.197$, $p = 0.001$) significantly influence contextual performance, lending credence to the proposition that workplace trust and leadership styles are the major determinants of discretionary behavior.

The results of mediation analysis also show that psychological safety ($\beta = 0.456$, $p < 0.001$) and inclusive leadership ($\beta = 0.201$, $p < 0.001$) mediate the relationship between contextual performance and gender diversity at a significant level. This is an affirmation that leadership and psychological safety enhance the positive impacts of gender diversity, leading to better employee engagement and collaboration. Finally, the moderating effect of social and cultural norms ($\beta = 0.830$, $p < 0.001$) is also significant, reflecting that outcomes of workplace diversity are impacted by societal factors rather than organizational dynamics. The

above findings form robust empirical support for the proposed links, adding strength to inclusive leadership, psychological safety, and cultural sensitivity in maximizing the impact of gender diversity on contextual performance.

Table 6: Path Analysis.

Hypothesis	Coefficients	Standard Errors	t-values	p-values
Gender diversity has a significant impact on contextual performance.	0.243	0.086	10.714	0.000
Inclusive leadership has a significant impact on contextual performance.	0.197	0.208	3.241	0.001
Psychological safety has a significant impact on contextual performance.	0.786	0.040	5.428	0.000
Inclusive leadership mediates the relationship between gender diversity and contextual performance.	0.201	0.039	5.227	0.000
Psychological safety mediates the relationship between gender diversity and contextual performance.	0.456	0.052	8.725	0.000
Social and cultural norms moderate the relationship between gender diversity and contextual performance.	0.830	0.094	8.800	0.000

Discussion

With diversity in the workplace now more broadly accepted as a catalyst for organizational achievement, recognizing the nuanced interplay between gender diversity, leadership, psychological safety, and cultural norms is no longer a luxury but a necessity. Having the advantages of gender diversity having been provably proven, this research examines further into the conditions and processes that render diversity maximally effective in maximizing contextual performance. The results support that diversity by itself is not success but should be combined with inclusive leadership in promoting equity, psychological safety in building trust, and cultural contexts for promoting inclusion. By examining such interdependent relations, this research goes beyond the typical diversity payoff narrative and introduces empirical evidence about how firms are able to gain the full value of gender-diverse teams. The results attest that inclusive leadership and psychological safety enable gender diversity to become discretionary behaviours, which could strengthen collaboration, engagement, and commitment. The cultural and social norms also influence the degree to which these outcomes occur, citing the context in diversity management. These results provide a nuanced perspective of the impact of leadership, psychology, and external factors on the creation of diversity outcomes and offer organizations practical guidance on how to build more diverse and high-performing workplaces.

The results of the current research are consistent with gender diversity being valuable in contextual performance because the position that varied groups contribute positively towards organizational performance, as well as task-performance-relevant contributions, is sustained. This aligns with previous studies that have proved that gender diversity is characterized by possessing a larger number of different views, teamwork, and cooperation (Alhosani and Nobanee 2023). The findings reveal that mixed-gender teams are likely to practice discretionary workplace behavior such as helping others, helping others in tasks, and adhering to organizational values, which eventually results in contextual performance. The study verifies the social role theory (Eliwa, Aboud and Saleh 2023) to a greater extent, which believes that men and women have complementary but different abilities and thus more satisfying workplace relationships

and more unified team solidarity. In addition, the use of multiple voices creates creativity and flexibility since employees are motivated and valued to do more than what they are given in work assignments (Farooq, Gan and Nadeem 2023).

Further, the study supports inclusive leadership as a strong predictor of contextual performance, with emphasis on the leader's role in influencing workplace interactions and behavior. This aligns with prior studies predicting inclusive leaders foster psychologically safe spaces where employees are motivated to perform discretionary actions (Annor, Ayertey and Agyemang 2023). The research points out that inclusive leadership staff will exhibit such actions as volunteer help, commitment, and cooperation that all equate to increased contextual performance. Inclusive leaders bring about trust and openness, overrule hierarchical boundaries, and cause workers to feel at ease to provide feedback without fear of retaliatory behavior or bias (Edeh et al. 2023). This is affirmed through the inclusion framework (Dongrey and Rokade 2021), where the role of the leader in re-enforcing respect, belongingness, and fairness in diverse teams is under discussion. These findings therefore call on organizations to build leadership habits based on diversity, energizing engagement, and deliberately dismantling inclusion barriers.

Findings reveal that contextual performance is largely dependent on psychological safety and test the hypothesis that employees who see that they work in psychologically safe climates will contribute voluntarily and cooperate willingly to the company. This also proves psychological safety theory that employees are more likely to share their ideas, collaborate, and look after fellow group members when they are assured that their contribution would not be mocked or penalized. The study's findings indicate that psychological safety provides an environment where people feel comfortable to engage in interpersonal risks, such as expressing concerns, asking for feedback, and assisting others (Cazan 2023). Additionally, psychological safety seems especially essential in gender-mixed teams since it can neutralize the issues arising due to stereotypes, prejudices, and communication issues (Dongrey and Rokade 2021). In such organizations where there is low psychological safety, the staff will neither provide suggestions, nor will they avoid because of teamwork, nor will they put in their discretionary effort, and in the end, there will be issues with contextual performance. Organizations interested in improving contextual performance should therefore incur a cost in investing in psychologically safe organizations since they not only enhance employees' well-being but also enhance overall team cohesiveness and performance (Itzchakov et al. 2023).

The hypothesis that inclusive leadership acts as a mediator of the relationship between gender diversity and contextual performance is validated by empirical evidence, which points to the importance of leadership in bridging diversity and positive workplace outcomes. The research proves that gender diversity positively influences contextual performance, but that inclusive leadership reinforces this connection immensely by establishing a culture of fairness, respect, and engagement. This is consistent with prior studies that have determined that gender diversity alone will not result in positive organizational outcomes unless combined with inclusive leadership that similarly welcomes diverse perspectives (Cao, Zhao and Zhao 2023). Inclusive leaders create an environment in which staff are motivated to display discretionary behaviors such as teamwork, organizational citizenship, and cooperation with other workers, all of which are central measures of contextual performance (Ganon-Shilon et al. 2023). Open communication, reduction of intergroup bias, and cooperation across difficulty of various groups such as social categorization as well as subgrouping is facilitated by these leaders (Jha, Pal and Sarkar 2024). These results thus respond to the need for inclusive leadership development programs, in addition to the need for organizations embracing leadership styles with positive promotion of diversity and cooperation. This will enable organizations to

reap the greatest advantages of gender diversity and achieve maximum total contextual performance.

The hypothesis that psychological safety is a mediator between contextual performance and gender diversity has been confirmed, indicating the need for fostering a culture of psychological safety and support in the workplace. The research verifies that individuals of different genders actually can enhance team work, voluntary effort, and organizational citizenship behavior, but only if they feel assured that they are psychologically safe enough to provide their opinions without fear of prejudice or criticism. This is also in accordance with Zhao et al.'s (2023) psychological safety theory, which assumes that employees who believe that their workplace is safe will be motivated to speak openly, be creative, and collaborate. Psychological safety is also paramount in diverse groups in the struggle against stereotyping, prejudice, and intergroup tensions to enable all the workers to bring out their best in the company (Alami, Zahedi and Krancher 2023). The research findings validate previous research indicating that psychological safety enhances cooperation, discretionary behavior, and knowledge-sharing, all of which are central to contextual performance (Bonde et al. 2023). The results thereby highlight the necessity for organizations to place a great premium on psychological safety by initiating policies that enhance open communication, providing diversity training, and ensuring channels through which employees can bring up concerns without fear of recrimination. By creating a culture of trust and psychological safety, organizations ensure that gender diversity leads to enormous boosts in contextual performance.

The prevalent contextual determinants of workplace diversity outcomes are uncovered by the establishment of the hypothesis that the connection between gender diversity and contextual performance is moderated via social and cultural norms. From the findings, gender diversity's influence on contextual performance differs with organizational context and is largely determined by societal norms and prevailing perceptions about gender roles. This supports earlier research that established that social and cultural norms are intrinsic to shaping perceptions of gender diversity and how it may be utilized within organizations (Emon and Khan 2023). Organizations stand a better chance of enjoying the dividends of gender diversity in advanced gender norm societies since employees feel appreciated, discrimination is reduced, and teamwork is increased (Gelfand, Gavrilets and Nunn 2024). But where there are still societies with strongly ingrained traditional gender conventions, the positive effects of gender diversity can be overridden by deep-seated biases, workplace discrimination, or restricted opportunities for plural members to contribute fully to firm decision-making (Huđek, Tominc and Širec 2021). The findings also suggest that organizational practices and leadership styles must be adapted to appeal in cultural contexts if they are to effectively harvest the benefits of gender diversity. This is consistent with contingency theory, which holds that organizational effectiveness depends on external environmental circumstances, including society and culture (Giannetti and Wang 2023). These findings corroborate the argument that diversity programs cannot be standardized but will need to be created strategically for every cultural and social dynamic present in different organizational settings.

The embrace of all six hypotheses underscores the complexity of gender diversity's influence on contextual performance and articulates the most important conditions under which its full value can be realized. Gender diversity, combined with inclusive leadership and psychological safety, generates a context where employees are empowered to contribute discretionary efforts that fuel organizational performance. In addition, social and cultural norms' moderating effect explains why there is a necessity for diversity initiatives that recognize broader societal values and work culture expectations. The research highlights the necessity of scrapping pseudo diversity initiatives and instead creating settings in which inclusion, trust,

and cultural competence form the foundation of workplace dynamics. With organizations and companies competing for competitive edge in a more multicultural global talent pool, these findings serve as a blueprint for unleashing the power of diversity as a strategic necessity, and not an obligation, to fuel collaboration, innovation, and long-term performance. Finally, this research confirms that diversity flourishes not in a vacuum but in an environment of facilitating leadership, safety of mind, and culturally attuned policies—an environment that, if cultivated, releases the full potential of diverse workplaces.

Conclusion

In summary, this study highlights the importance of gender diversity-contextual performance through the critical roles played by inclusive leadership, psychological safety, and societal and cultural norms. The conclusion confirms that gender diversity enhances contextual performance and that diverse teams encourage more corporate citizenship behaviors, cooperation, and discretionary effort. Also, the major mediating variable is inclusive leadership, which challenges managers to promote a work culture in which diverse employees are accepted and appreciated in order to engage to their optimal level. Psychological safety's mediating role also shows the importance of establishing a workplace where employees are able to experiment, contribute ideas, and collaborate without fear of negative consequences. Also, the moderating effect of social and cultural norms proposes that gender diversity effectiveness is affected by contextual factors in society and organizations, meaning diversity interventions need to be crafted to suit various cultural environments for maximum effects. Although this research presents useful theoretical and practical contributions, it also is limited in aspects such as dependence on cross-sectional data, the use of self-reported measures, and focus in a specific context, and as such offers an opportunity for follow-up studies to investigate these interrelations further. Future research might include longitudinal approaches, intersectionality, and consequences of virtual workplaces on diversity outcome. In addressing these dimensions, organizations and academics can further develop their comprehension of the role gender diversity plays when combined with leadership and workplace culture towards influencing employee performance. Overall, this research reiterates the importance of strategic diversity management, inclusive leadership behaviors, and psychologically safe workplaces to maximize the full potential of diverse workplaces and ultimately enhance overall organizational performance.

Implications

This study contributes highly theoretical implications via expansion of current paradigms in workplace diversity, leadership, and employee performance. This study strengthens the theoretical underpinnings of diversity-performance correlations in organizational behavior literature by validating the beneficial impact of gender diversity on contextual performance. The research adds to social role theory because it reveals how diverse groups boost contextual performance from varied outlooks, mutual efforts, and varied workplace interaction. The research also defends LMX theory because it refers to inclusive leadership as a mediating variable where whenever leaders are strict about inclusivity, the impact of gender diversity on performance is increased. The study also utilizes psychological safety theory, which confirms that employees working in multicultural environments perform best whenever they are able to speak freely without reprisal. The moderating effect of social and cultural norms also underscores the situational nature of gender diversity's effects, according to institutional theory, which claims that organizational conduct is informed by societal norms at large. With the incorporation of these lenses, the research presents a more nuanced explanation of workplace culture, diversity, and leadership as interconnected constructs that are

implied to play roles in shaping workers' behavior while allowing room for future research of diversity-ignited performance outcomes.

Initiatives for diversity are a major element in long-term achievement due to the positive effect of gender diversity on contextual performance, which indicates that diverse teams lead to greater teamwork, discretionary effort, and organizational citizenship behaviors. First, organizations need to positively promote gender diversity in the workplace, not only as a matter of compliance, but as a strategic benefit in order to achieve a more cohesive and high-performing workforce. The findings of the study have several applications for organizations that want to enhance contextual performance using gender diversity, inclusive leadership, and psychological safety. Second, the research identifies the pivotal function of inclusive leadership in realizing the full potential of gender diversity, and recommends that organizations spend on leadership development programs that focus on inclusivity, empathy, and effective communication. Inclusive leaders who foster a culture of inclusion allow diverse employees to perform more effectively, hence building overall team cohesion and engagement. Moreover, the strong mediation role of psychological safety emphasizes the importance of organizations developing a culture in which employees are comfortable expressing their views, experimenting, and working together without fear of retribution. HR practices must emphasize psychological safety training, conflict resolution processes, and feedback systems that support trust and respect. Finally, the moderating influence of social and cultural norms implies that diversity efforts should be customized for particular organizational and societal contexts. Multinational companies, for instance, would do well to adopt localized diversity approaches consonant with cultural expectations while fostering a workplace culture of inclusiveness. By applying these findings, organizations can establish a culture in which gender diversity, leadership, and psychological safety intersect to improve contextual performance, resulting in improved employee engagement, productivity, and innovation.

Limitations and Future Directions

In spite of its impressive contributions, the study has some constraints that need to be recognized, including areas for further research. The most important one is its dependence on cross-sectional data, limiting the capacity to establish causal linkages between gender diversity, inclusive leadership, psychological safety, and contextual performance. Future studies would need to utilize longitudinal designs so that changes across time can be monitored and that the directionality of these relations can be affirmed. Secondly, this research focuses on a certain organizational or cultural setting, that is, the findings might not be completely applicable to other industries, sectors, or areas of different social and economic contexts. As social and cultural norms were discovered to act as moderators to the effects of gender diversity, future studies are encouraged to study how norms diverge in diverse cultural environments and how they impact diversity-related consequences. Another disadvantage is the reliance on self-reported data, which may be biased by common method variance or societal desirability. Future research may include objective performance measures, peer ratings, or experimental designs to triangulate results and minimize potential biases. In addition, although this study focused on inclusive leadership and psychological safety as mediators, other organizational and psychological variables such as organizational justice, job satisfaction, and trust may also serve as mediators. Future research can extend the theoretical model by including additional variables in an effort to better understand the mechanisms through which gender diversity impacts contextual performance.

Another drawback is that this study addresses mostly the advantages of gender diversity, but not possible issues such as workplace conflict, lack of communication, or unconscious discrimination occurring in

heterogeneous teams. Future research studies evaluating the strengths and weaknesses of gender diversity and how to neutralize them will have to be more objective. It also neglects intersectionality, which refers to how gender diversity combines with other diversity sources such as age, socioeconomic status, or ethnicity to impact organizational performance. Future research needs to be intersectional in its approach to developing a complete understanding of diversity dynamics in organizations. Another possible direction for research is an analysis of the role of virtual and remote workplaces in describing the effect of gender diversity, as trends towards online teams can potentially realign the roles of leadership, psychological safety, and cultural norms in context performance. Furthermore, future research can also explore the effectiveness of some diversity management programs, such as mentorship programs, bias training, and remote work, to improve the performance effect of gender diversity on employees. By bypassing such limitations and widening studies in these areas, researchers can further contribute to the knowledge on diversity-based workplace dynamics and offer more realistic implications to organizations that aspire to create diverse and high-performing teams.

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