

**PROGRAMME: BA LEADERSHIP AND MANAGEMENT  
SKILLS IN THE WORKPLACE**

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**TOPIC: IMPACT OF INCLUSIVE LEADERSHIP IN STAFF  
MOTIVATION: A CASE STUDY OF THE UK AUTOMOTIVE  
INDUSTRY**

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## **DECLARATION**

I, have declared that the research has been completely done by myself under guidance of my professors and mentors of my university. I have also been informed that all writing has been done by myself, and information collection and data analysis have been entirely done by my own and all secondary sources have been cited with in-text reference.

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Date:24/07/2026.

## **ACKNOWLEDGEMENT**

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# ABSTRACT

## Introduction

This study highlighted the role of inclusive leadership in facilitating staff motivation within the UK automotive industry, which faces the problem of a lack of skilled talent workforce and burnout. Traditional top-down management structures increasingly cause operational direction and fail to engage a diverse workforce. The identified research problem, background, and research rationale were made based on the evaluation of secondary analysis.

**Literature Review:** This chapter has clearly identified the empirical studies which aided in collecting preliminary information on the effectiveness of an inclusive leadership process on employee motivation. The themes based on the objectives of the study aided in improving the overall quality of critically analysing the previous literature. The practical application of Transformational Leadership Theory has been useful for linking the prospects of leadership strategies with motivation and professional development of the available human resources.

**Methodology:** The systematic literature review process has been carried out in this investigation to collect the required set of secondary information. The keyword searching strategy has been beneficial for identifying and analysing only the relevant literature linked to the topic of the research. Using online databases has also been influential for collecting authentic and time-efficient information for deriving data-driven conclusions from this research.

## Result

From the findings it is evident that employee retention, engagement and motivation can be enhanced by inclusive leadership practices such as workplace inclusion, job satisfaction and promoting psychological safety of the employees. On the other hand, effective implementation of these practices can be hampered through deficiencies within communication, active listening and empathy. As significant solutions training and performance-driven leadership development can help automotive organisations in the UK to increase motivation of their staff.

## **Discussion**

The discussion chapter highlights that training and development are highly needed in this sector to enhance the practice of inclusive leadership. However, the majority of the firms under this section find these costs high, but in reality, by participating with charities and other non-profit funds, this makes this training more accessible for the overall industry. The organisations share a focus on making training programs accessible to all and completed in the shortest time.

## **Conclusion and Recommendations**

This research has found that inclusive leadership has played a crucial role to drive employee performance and boost their engagement and wellbeing. However, resistance has created barriers to support this leadership which can be managed by training and integrating DEI initiatives. The study has showcased that all findings have met all research objectives. The limitations and future scope of this research have been addressed in this section. It has recommended several strategies to strengthen inclusive leadership within the automotive section across the UK.

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# **CHAPTER 1: INTRODUCTION**

## **1.1 Background**

In recent times, organisations are highly focused on developing daily performance and job functions of an individual in a workforce. Human beings are the primary driver of an organisation, due to this reason, the organisation has a higher need for a leadership team to control this group and share benefits with them. Although systematic research on leadership started in the 20th century, the influence of leadership has compounded human history for thousands of years (Liden, Wang and Wang, 2024). The UK automotive industry serves as a cornerstone of the national economy. By 2024, the sector generated an annual turnover exceeding £93 billion and employed over 1.6 million people across the manufacturing and border supply chain (SMMT, 2024). However, the sector is undergoing an inclusive structural transformation. This transformation is accelerated by the rapid shift toward electric vehicles (EVs), localised supply chain pressure and intense post-Brexit regulatory adjustments.

Along with this, compounding this technical shift, the industry has found a human resource challenge. Currently, 70% of automotive firms struggle with labour and talent shortages (Thatcham Research, 2026). In this area, inclusive leadership practice plays an important role in making a diverse workforce by fostering a unique sense of belonging and uniqueness. For instance, 16.2% of the workforce in the UK represents disabled workers and non-British workers account for 19.9% (Carrigy, 2023). The positive impact of aligning this leadership practice in the workforce is found in the growth of ethnic diversity over the past three years. However, the gaps remain large, especially in technical roles and meeting expectations of young talent.

## **1.2 Research Problem**

The automotive industry in the UK reports that 92% of employers cannot find the skilled talent they need (Evison, 2026). As electrification accelerates and vehicle technology becomes more complex, businesses across the region are increasingly competing for the limited range of technical specialities. A critical gap exists in the leadership team between theoretical inclusive leadership and its practical application in the automotive factory (Nishii and Leroy, 2022). A poor leadership approach is significantly affecting staff engagement and motivation within the automotive sector, which in turn drives high turnover. Additionally, the absence of inclusive leadership creates a struggle for automotive firms in terms of achieving workplace diversity and inclusion goals.

## **1.3 Research Rationale**

**What is the research issue?**

The main issue is the growing operational friction between traditional, top-down factory management and a focus on shifting the engagement of a modern and diverse workforce. Traditional authoritative leadership style fails to foster psychological safety and open feedback channels (Liden, Wang and Wang, 2024). Stress among automotive industry workers is high due to this poor work-life balance, increasing by 6% to 38%, leading to burnout (Furney, 2025). Inclusion is required to maintain frontline employee engagement, to make employees motivated and foster talent growth initiatives.

### Why is it an Issue?

The structural mismatch in the automotive sector directly triggers human resource challenges that include low morale, high absenteeism and costly shop-floor turnover. According to Vasileva and Datta (2024), leaders who employ laissez-faire leadership style mostly do not offer adequate employee support and guidance. For this motivation, engagement, and performance of the employees in the automotive industry can be heavily affected.

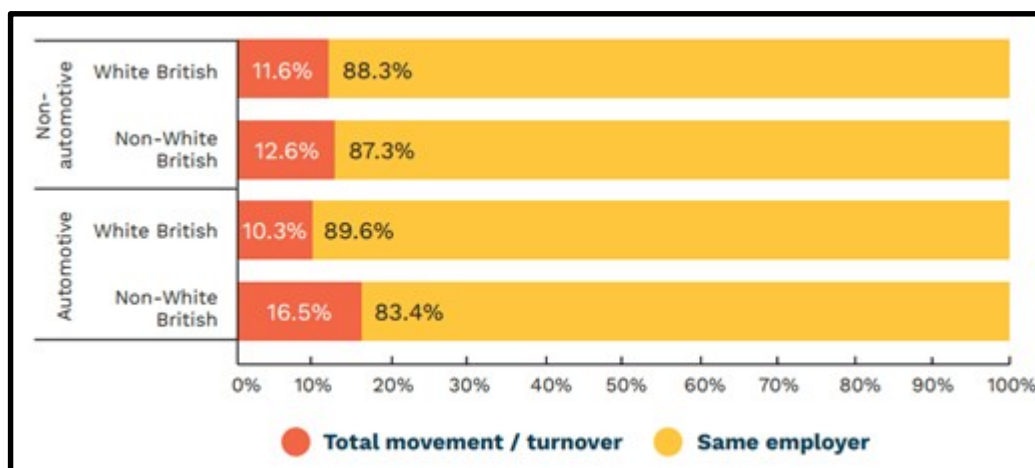


**Figure 1.1: Comparison with automotive and non-automotive company turnover rate**

(Source: Carrigy, 2024)

However, the attrition rate among non-White British individuals, though notably higher than their White British counterparts, has seen a decrease from 18.7% in 2022 to 12.5% in 2023 (Carrigy, 2024). This data shows a leadership gap that negatively influences workforce culture. In the mid-1990s, laissez-faire began to be supplanted by intervention in making few durable policy structures or new institutions for delivering industrial policies (Vasileva and Datta, 2021). For many years, in the automotive industry over employee engagement and development, production targets and operational efficiency were prioritised by traditional leadership approach. For these, automotive organisations lost skilled talent and faced high employee turnover, which contributed to creating barriers for long-term sustainability and workforce retention. Currently, the adoption of inclusive leadership helps this industry to reform its workforce with diverse groups, but it needs more time to motivate the employers and make an efficient workforce that can effectively perform in the transformation to electrification.

### **Why is it an issue now?**

This problem is highly critical in recent times as the sector is rapidly transforming to EVs and has caused unprecedented talent stress. Whenever the technical expertise of this industry faces a lack of skills and talent shortage, the need for EVs is expanding day by day. The recent research found that the turnover rate in the automotive industry is higher by 40% if it is compared to other industries (Pybus Recruitment, 2026). This higher turnover rate highlights the leadership gap in this field. As this industry cannot find a way to remove this talent deficit, this issue is worsening.

### **How can this research benefit future development of the area of industry?**

This research will benefit the future development of the automotive industry in the UK by offering proper evidence-based research on the way workplace engagement, employee retention and motivation can be improved through inclusive leadership practices. The findings of this research will support the managers within the UK automotive industry to develop more inclusive workplace culture in their respective organisations and effectively strengthen workforce sustainability and address skill shortage challenges.

## **1.4 Research Aim**

The research aims to examine how inclusive leadership practices influence staff motivation and engagement within the UK automotive sector. By isolating the exact supervisor actions such as structural accessibility and transparent communication, this leadership style triggers workforce engagement. This equips the UK automotive sector with human capital methods needed to stabilise production in line, secure global competencies, and motivate people to participate in different programs to reduce the talent gap.

## **1.5 Research Objectives**

- To investigate the current use of inclusive leadership practices within the UK automotive industry.
- To evaluate the impact of inclusive leadership on staff motivation and retention.
- To examine the challenges of behavioural competencies of inclusive leadership within the automotive industry
- To recommend strategies to improve the practices of inclusive leadership within automotive operations.

## **1.6 Research Questions**

- What are the main inclusive leadership practices currently adopted by managers within the UK automotive industry?
- To what extent does inclusive leadership affect the motivation levels of shop-floor automotive staff?

- What are the challenges of behavioural competencies of inclusive leadership within the automotive industry?
- What operational strategies can be recommended to develop the policies of inclusive leadership within UK automotive manufacturing plants?

## 1.7 Research Structure

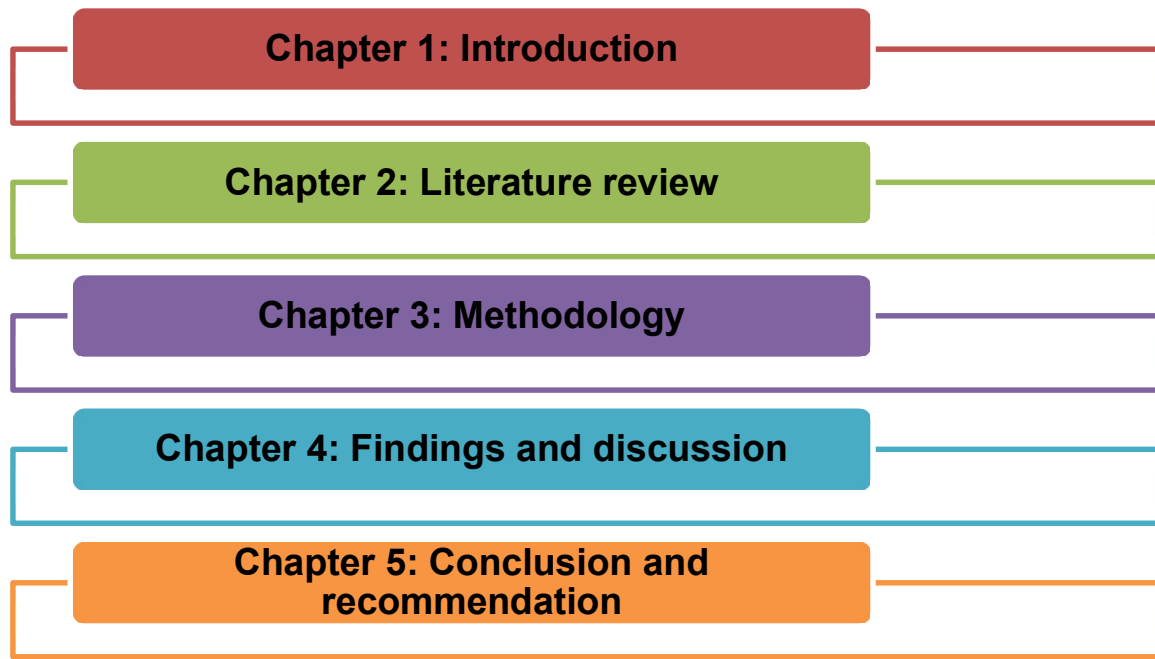


Figure 1.2 Dissertation structure

## 1.8 Chapter Summary

The chapter introduced the research topic, background, and rationale of this research study. It also shared research aims and different objectives to make this research authentic and subject focused. The next chapters will critically analyse this with relevant literature and share findings of this overall research to develop the performance of the automotive industry.

# CHAPTER 2: LITERATURE REVIEW

## 2.1 Introduction

The second chapter of this study will maintain a critical approach for analysing and evaluating the information that has been found in the previous empirical evidence. It will include theories that have been crucial for establishing the links between the topic of the research and the identified credible sources for gathering crucial details for the research.

## 2.2 Empirical studies

### 2.2.1 Use of inclusive leadership in the automotive industry

The automotive industry has applied multiple strategic approaches to introduce and incorporate inclusive leadership factors. One of these practices is the empowerment of Diversity, Equity and Inclusion (DEI). Castañeda-Navarrete *et al.*, (2025) have opined in their research that the DEI practices are effective for driving the active participation of the employees within the workplace. It encourages collecting feedback from the staff members to understand their personal and professional requirements. It also helps the management identify the specific skills and competencies of the employees, which aids in allocating the appropriate human resources to their respective fields (Gutterman, 2023). This approach keeps the employees motivated to take active participation in different internal activities in the workplace. Contrarily, Sun *et al.*, (2024) have identified through their investigation that the DEI approach of the leadership in the automotive industry can lead to different issues. It can oppose the existence of male dominance in most workplaces, which can increase the resistance to changes within an organisation. The application of DEI approaches can reduce the influence of traditional leadership style. This may lead to deterioration in maintaining an inclusive leadership style throughout the workplace.

On the other hand, the authorities of the automotive industry have been found to encourage the organisation of Employee Resource Groups (ERGs). As observed by Távora, Saqib and Kauser (2026), the Employee Resource Groups are useful for encouraging employees in various workplaces to express their professional requirements and demands. These employee groups are also crucial for providing the management of an organisation with an estimation of critical diversity and inclusion rates within the workplace. These approaches are effective for bridging the gaps between the changes in professional demands and the corporate strategies of a company (Okatta, Ajayi and Olawale, 2024). It can contribute to leveraging the trust of the employees in the organisational leaders. The increasing trust of the employees can portray the rising scale of motivation within the workforce. Additionally, the ERGs focus on identifying the skill gaps among the available human resources. It helps to localise the development of the employability skills and knowledge of the staff. This encourages the professional development of the employees in future, resulting in an improvement in workforce motivation

(Harney and Gubbins, 2024). Convergently, Darno (2025) identified in an investigation that the incorporation of employee resource groups can increase the number of uncompensated labourers through unnecessary skill development activities. This phenomenon can hinder the organisational management capabilities of a leader. As a result, the management can face issues of leadership burnout, which can reduce the working efficiency of the employees and the productivity rate of the workplace.

Thus, from the reviewed studies collectively it can be interpreted that employee resource groups and DEI initiatives are the inclusive leadership practices that can strengthen organisational commitment and participation of the employees. In the above literature sources such as Darno (2025) and Sun *et al.*, (2024) suggest that leadership fatigue, and employee resistance to organisational changes are the main implementation barriers for inclusive leadership practices. On the other hand, Tavora, Saqib and Kauser (2026) and Castaneda-Navarrete *et al.*, (2025) strongly focused on highlighting the benefits of inclusive leadership practices. Thus, from this comparative literature findings indicate that instead of individually adopting DEI policies the success of inclusive leadership relies on managerial commitment and organisational culture. Moreover, from the review it is evident that implementation of inclusive leadership may become limited for hierarchical factory structures, labour shortages and production targets in the UK-based automotive manufacturing industry and businesses.

### **2.2.2 Impact of inclusive leadership on staff motivation**

Siyal (2023) has opined that the inclusive leadership practices in the automotive industry play a crucial role in encouraging staff motivation in different workplaces. The inclusive organisational leaders foster a diversified workforce, which shapes the culture of the workplace to support the incorporation of individuals with different skills and specialities. They will also be encouraged to take active participation in the internal decision-making procedures, which will create a sense of belonging within the workplace (Katsaros, 2022). As a result, the staff will stay motivated to actively contribute to the overall success of the automotive business organisations within a specific country. This approach can also contribute to reducing the degree of employee burnout, which enhances their sense of organisational commitment towards increasing the productivity of the business. Different automobile manufacturing organisations, such as Bentley Motors, Aston Martin and Porsche, have applied this type of organisational management strategy to transform their internal governance architecture (Fitzgibbons, 2026). On a note of contradiction, Latessa *et al.*, (2023) have highlighted in their research that employees may often misuse their psychological safety needs to avoid accountability for their actions. This can harm the overall working credibility of the workforce, leading to a gradual decrease in the scale of employee motivation.

On the other hand, the application of an inclusive leadership management practice in the automotive industry can encourage autonomy and a sense of ownership among employees.

As opined by Dey and Dixit (2025), the inclusive leadership style can delegate the internal decision-making process to the available human resources within the workplace. This encourages the optimisation and division of workload among the workforce, leading to enhanced autonomy for the employees within an organisation. It can aid in leveraging the sense of belonging to the company and taking responsibility and accountability for various activities of the staff members. Furthermore, it can actively encourage teamwork among the employees, which may improve the overall performance and morale of the workforce. Contradictorily, Roberts and Cullinane (2023) have identified that excessive employee autonomy and ownership within the workplace can create a hindrance in ensuring the quality and safety protocols in different products. As a result, consumer trust can be reduced, which will negatively affect the overall productivity and profitability of the organisation. It can also have a negative impact on employee morale, which will reduce their willingness to work in the company.

Therefore, from the above literature through the enhancement of employee participation, trust and psychological safety, inclusive leadership practices directly increase motivation of the staff. From the above review it is also identified that Roberts and Cullinane (2023) and Latessa *et al.*, (2023) stated operational control and accountability can be reduced for excessive focus on employee autonomy and psychological safety. On the other hand, Dey and Dixit (2025) and Siyal (2023) strongly suggested that inclusive leadership practices have significant motivational benefits. From the above contradictions identified among the literatures strongly indicates that quality requirements, safety standards, and production efficiency need to be balanced with employee empowerment in the UK automotive manufacturing industry. Overall, instead of considering inclusive leadership as a guaranteed solution for employee motivation it must be considered as a leadership approach that needs effective implementation.

### **2.2.3 Challenges of behavioural competencies of inclusive leadership to influence motivation**

One of the foremost challenges of behavioural competencies is the lack of empathy among the inclusive leaders in the automotive industry. Živković (2024) has observed that the lack of empathy among the inclusive organisational leaders can decrease the consideration of employees as part of the workforce. The leaders may not consider the feedback and opinions of the available employees to be important for making internal decisions. As a result, it can reduce the overall effectiveness of employee engagement in the concerned business. Apart from this, the lack of empathy within the leadership in a company may reduce the consideration of the unique individual needs of the employees. This can diminish the ability of an organisation to address the psychological safety needs of the available human resources. It can gradually decrease the organisational credibility to establish effective communication

channels for employee feedback collection (Du and Xie, 2025). As a result, the staff may face issues in resuming their job roles in their workplaces due to a lack of motivation.

Jayadi, Santosa and Putri (2024) argued that through reduction in leadership effectiveness and increasing cognitive bias deficiencies in evidence-based decision-making can affect inclusive leadership. This encourages cognitive disparities among the leaders, which obstruct them from mitigating confirmation biases within the workplace. The lack of ability of inclusive workplace leaders to make evidence-based decisions can create hindrances in the stable incorporation of employees. Other than this, it also diminishes the ability of organisational leaders to apply their critical thinking skills for ensuring the strategic allocation of the available resources. Due to a lack of strategic alignment with the organisational requirements and employee needs, the level of workforce motivation may gradually decrease (Boudreau, Ulrich and Buhler, 2023). They may also encounter issues of impaired coordination among different departments, which gradually reduces the overall profitability of the brand to address the changing needs and requirements of the customers.

Another significant behavioural issue of inclusive leaders in an organisation is the lack of active listening skills. According to the research of Mehrad (2025), active listening skills are one of the core competencies for successful leaders in an organisation to empower an inclusive workplace culture. The lack of active listening skills among the leaders within a workplace can increase the chances of misunderstanding among the personnel and management teams. An increase in misunderstandings can reduce the overall productivity of the workforce, which gradually reduces the morale and motivation of the employees. As a result, the concerned automobile business loses opportunities to serve customers with their preferred products and services. Other than this, it can also stifle the conflict resolution capabilities of individual employees in the team, which reduces the productivity of an organisation.

Overall, it is determined that in terms of effectiveness of inclusive leadership behavioural competencies is one of the most significant factors. On the other hand, evidence-based decision-making, active listening and empathy were identified as essential leadership capabilities. However, it was also analysed that managers ability to demonstrate these behaviours are restricted for frequent operational demands, labour shortages and production deadlines in the UK automotive industry. Thus, it is clear that instead of solely influenced by individual capabilities, leadership competency is also influenced by operational and organisational constraints.

#### **2.2.4 Strategies to improve inclusive leadership**

Möller *et al.*, (2024) observed that enhancing the implications of employee training and development can improve the practical application of inclusive leadership. Training and development initiatives of an organisation can encourage the collaboration and coordination of both employees and managers. This can encourage them to improve their knowledge of

self-awareness, which they can apply to reduce misunderstandings in the communication channels of a workplace. The coordination between employees and organisational leaders can enhance the effectiveness of internal decision-making capabilities in the concerned workplace. This can help increase the idea of making effective mitigation strategies through the application of critical evaluation and strategic thinking capabilities (Mohammad *et al.*, 2024). This will also enable the leaders to maintain an inclusive workplace culture, which improves the data-driven decision-making capabilities of an organisation.

On the other hand, an investigation by Moore and Hanson (2022) identified the fact that the establishment of a functional feedback channel can empower the abilities of a leader in an organisation to improve their actions. The feedback channel can provide the managerial staff with appropriate information on the skills and professional requirements of different employees. These insights into the shifts in the employee needs and demands can contribute to allocating the available human resources according to their capabilities and organisational requirements. This can also return the benefits of diversifying the equity policies for addressing the dynamic demands of the employees from different backgrounds and professional needs. It can encourage leaders to organise employability skill development programs and workshops. It results in an enhancement in the trust of the employees in the leadership of the concerned automobile manufacturing business. In simple terms, this approach will be beneficial for the authorities of the automobile industry of a country to encourage the establishment of an inclusive leadership practice for employee motivation.

Collectively, from the literature it was interpreted that instead of depending on individual behavioural change, the combination of both organisational support and leadership development is highly required to improve inclusive leadership. For instance, Moore and Hanson (2022) highlighted that sustaining leadership effectiveness requires continuous feedback system. However, Moller *et al.*, (2024) argued that the primary mechanism for improving inclusive leadership is training and development. Overall from the findings it can be suggested that business organisation must focus on integrating both employee feedback mechanisms and training with structured performance evaluation. Thus, in the UK automotive industry using this combined approach will benefit in sustainable improvement in organisational performance and employee motivation where labour shortages and technological transformation reshape very often.

## **2.3 Theoretical underpinning**

### **2.3.1 Transformational Leadership Theory**

The transformational leadership theory focuses on enhancing the capabilities of individual management staff in an organisation to inspire, empower and motivate the available human resources. Such an approach from an organisational leader can encourage the employees to

improve their performance, which will drive positive changes within the organisational culture (AlAbri and Alam, 2022). The practical implementation of the transformational leadership theory can leverage the scale of innovation among the working staff, which contributes actively to improving the quality of products and services. It also fosters a higher level of staff engagement within the workplace to reduce misunderstandings and establish an effective chain of communication across different departments.

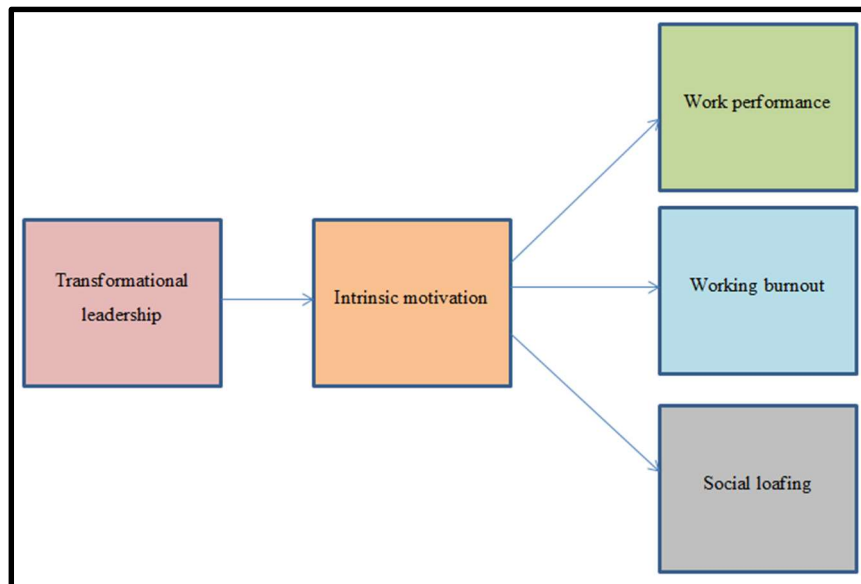


**Figure 2.1: Transformational leadership theory**

The automotive industry can take necessary steps to idealise the influential factors for empowering the working capabilities of employees. The core focus of this approach should be on building trust and resilience among the workforce (Malhotre and Vasrani, 2024). Increasing the resilience of the workforce, based on a Transformational Leadership approach, can encourage organisations to implement their Diversity, Equity and Inclusion (DEI) strategies within the organisation. Other than this, the authorities of an automobile manufacturing company may communicate the need for certain activities within the workplace. This will also improve the ability of an organisation to share common goals and purposes with the staff members. It will be effective for the leaders in the automobile industry to improve transactions between the organisation and the employees. This may result in enhancing the working capability and motivation of the available staff. This approach is crucial for aligning the long-term organisational goals with the professional requirements of the employees.

### **2.3.2 Leader-Member Exchange Theory (LMX)**

Instead of individual focus on leadership behaviours, the Leader-Member Exchange Theory suggests that effectiveness of leadership practices can be identified by the relationship quality between individual employees and leaders within an organisation. As per this theoretical framework lower level of motivation among employees, limited participation on tasks and reduced level of organisational commitments is characterised as low quality relationship

between leader and employees. On the other hand, professional support, mutual communication, respect and trust are characterised as high quality relationships. In terms of inclusive leadership practices LMX suggest that when leaders offer genuine concern for individual employee development, accessibility, and fairness employees are more likely to feel motivated. Within the automotive industry and manufacturing operations in the UK, high quality leader-employee relationship is crucial to enhance employee interaction in hierarchical structures, shift work and meeting production targets.

## **2.4 Literature Gap**

Within this chapter majority of the reviewed literature explored the positive impacts of inclusive leadership on workplace satisfaction, diversity, and employee engagement. It was found that there were limited studies were reviewed that directly examined the connection between employee retention, motivation and inclusive leadership specifically in the automotive industry within UK. Moreover, majority of the reviewed research were unable to offer efficient evidence against unique workplace challenges and mostly focused on generic organizational contexts rather than specific focus on the case studies of UK-based automotive manufacturers. It was found that there was a lack of investigation on the implementation challenges related to inclusive leadership practices for automotive businesses with high-pressure business environments. Thus, the current goal of this study is to address these identified literature gaps by effectively evaluating the way staff motivation within the UK automotive sector is influenced by inclusive leadership practices.

## **2.5 Summary**

This chapter has appropriately identified the arguments and counterarguments to support different factors of maintaining an inclusive leadership approach. The information collected from empirical studies has been useful for critically analysing different aspects of inclusive leadership and its influence on the automobile industry. The next chapter will identify the methods which led to collecting recent secondary information to justify the outcomes of the investigation based on the objectives and themes.

## **CHAPTER 3: METHODOLOGY**

### **3.1 Introduction**

This chapter will focus on identifying the core methods for collecting and analysing a set of influential information, which will help to achieve the intended results. It will discuss the approaches applied for collecting data, alongside identifying the databases considered for attaining the required information. The ethical considerations for the study will also be discussed in this chapter.

### **3.2 Systematic Literature Review (SLR)**

The Systematic Literature Review (SLR) method has been applied in this study to select the most appropriate sources for collecting information. The SLR method serves as an independent academic method, which helps to identify and evaluate the empirical evidence that is strictly related to the topic of the research. This approach in the research has helped to derive conclusions on the basis of the accurate details that have been collected through a systematic analytical approach. The application of the SLR method helps to reduce the bias of subjectivity in the collected resources. This method utilises searched and collected literary pieces as reproducible and scientifically credible resources, which emphasises adherence to pre-defined research protocols. It contributes to enhancing the reliability of the foundation in the investigation (Azarian *et al.*, 2023). As a result, this research has been able to conduct scientific inquiry and create evidence-based perceptions.

As this research study aims to evaluate existing evidence critically instead of creating new primary data the selection of SLR method is suitable. In comparison with the surveys and interviews the SLR is capable of developing findings from different high-quality academic studies. Thus, in this study it will offer a wide understanding of the ways staff motivation within UK automotive industry can be influenced by inclusive leadership practices. Moreover, transparent selection process and preidentified search criteria used in the SLR to improve the credibility and consistency of the review minimising researcher subjectivity. Thus, SLR allowed this study to execute a comprehensive evidence synthesis to reliably answer the objectives of this research.

### **3.3 Search Strategy**

This research has followed the keyword search strategy for collecting the required resources and analysing them to identify the patterns and trends as reflected in the information. The keyword search strategy has been beneficial for understanding the key concepts of the assignment to form the research questions accordingly. The key concepts may be applied as keywords to search for reliable sources for data collection and analysis (Haghani, 2023). Furthermore, the keyword search strategy has aided in encouraging brainstorming to improve

the quality of research. This has helped understand different aspects of the study and collect better information for deriving a data-driven conclusion.

### **3.4 Search Terms**

The identification and application of the search terms in this research have helped to rummage through different academic databases and search engines. This enhanced clarity in filtering different types of online available resources. As a result, this study has been able to incorporate only the relevant literature that is intricately linked to the topic of the investigation. For this specific research, the search terms have included words such as 'inclusive leadership', 'staff motivation', 'automotive industry', and 'the automotive sector in the UK'.

### **3.5 Key Words**

This research has incorporated different key terms, which enabled the study to increase accuracy and precision in selecting the required resources for information gathering. The enhancement of precision in the collected details is useful for addressing the specific research question in an academic study. This aids in ensuring relevance of the research outcomes to the real-time issues that have been focused on in the concerned assignment (Adeoye, 2024). It also standardises the searching procedure, which aids in collecting the most useful literary works and criticisms to derive data-driven results. The keywords used in this study are 'leadership', 'inclusive leadership', 'inclusion', 'diversity', 'motivation', 'staff motivation' and 'automotive industry'.

### **3.6 Databases**

Both online and offline databases have been utilised for collecting the required information for deriving appropriate conclusions to this research. In the context of offline databases, the investigation has focused on collecting information from the library of the educational establishment. On the other hand, online databases, such as Google Scholar, ProQuest, and Elsevier, have been applied to collect the latest information on the research topic. The utilisation of authentic databases has been useful for ensuring a reliable foundation for conducting the research appropriately (Shaheen *et al.*, 2023). This has helped the study to include a high-quality and peer-reviewed set of information. This contributed to developing the overall quality of the research, along with maintaining time-efficiency in the inclusion of recent information.

### **3.7 Inclusion/Exclusion Criteria**

#### **3.7.1 Inclusion Criteria**

Only peer-reviewed articles and journals have been taken into consideration for data collection and further analysis. The language of the articles and journals has been limited to English only. Online newspapers and official websites have also been rummaged through to collect the required information. Other than these, the online and offline resources, which have been

published within the last five years, have only been accepted for collecting the required secondary information. There has also been strict adherence to collecting details from authentic sources, such as Google Scholar, ProQuest, Elsevier, ScienceDirect and many others. These approaches have been suitable for ensuring the authenticity and timeliness of the collected data for this research.

### **3.7.2 Exclusion Criteria**

The non-peer-reviewed articles, journals and academic resources have been discarded for completing the data collection procedure. The peer-reviewed journals and articles, which are in different formats and languages other than English, were also excluded during the collection of required information. Apart from these, the academic materials and literary works, which were published more than 5 years ago, were also rejected during the process of gathering information. The use of less authentic sources, such as LinkedIn and unreliable social media channels, has been avoided to prioritise recently published information.

### **3.8 Search Results**

The search results have been filtered based on the key search terms and the timeline of the past five years. This approach has helped the academic study to collect authentic and recently released information on the credible online databases. Moreover, after sourcing the right information this study the information's were analysed using thematic data analysis technique. Moreover, the use of multiple academic data bases, inclusion and exclusion criteria and defined search term enhanced the overall readability and transparency of this review process.

### **3.9 Ethical Considerations**

The Data Protection Act 2018 has been adhered to in ensuring the safety of the collected information to proceed with an academic research project. The Data Protection Act 2018 has been useful for enhancing transparency in the collected information and conserving its portability throughout the research (The National Archive, 2026). The collected information has been kept under protection with the help of data encryption in different devices to restrict its access before the official publication of the research paper. This also aided in reducing the risks of data leaks during the data collection and analysis process to derive data-driven conclusions.

### **3.10 Summary**

This chapter has clearly discussed the effectiveness of conducting this research with the help of the systematic literature review method. The keyword search strategies have been found to influence the collection of relevant evidence only. The inclusion and exclusion criteria strengthened the data collection process. The fourth chapter will discuss the results after analysing the collected secondary information on the research topic.

# CHAPTER 4: RESULTS AND DISCUSSION

## 4.1 Introduction

This chapter shares a data analysis by investigating various aspects related to inclusive leadership to find an effective way to overcome the challenges of this field. This analysis highlights various challenges faced by the automotive industry that create restrictions in the development of DEI policy to foster overall performance.

## 4.2 Results

### 4.2.1 Respecting the participation of diverse employees is denoted as an inclusive leadership practice

The participation of diverse employees is a core inclusive leadership trait that directly improves workforce motivation. According to Aquino *et al.*, (2025), Diversity, Equity and Inclusion (DEI) cultivate an inclusive workforce environment where every employee feels they can contribute their insights as a strategic asset in building dynamic, high-performing shop floors. The inclusive practice of hiring a diverse workforce guarantees that the selection process is equitable and unbiased. The leaders can foster an inclusive culture where the functions of participatory leadership are encouraged. Placing a high priority on self-awareness, cultural sensitivity, and interpersonal skills can help the organisation to secure a friendly environment in the workforce (Evolve Communities, 2026). For instance, institutional data from Nissan Global demonstrates that actively tracking and encouraging diverse managerial pipelines saw a rise in global female management participation. It rose from 6.7% to 16.2%, fostering a highly motivated internal workplace culture (ADO, 2025). Along with this, inclusive practices are able to reduce the gender pay gap in the automotive industry by sharing equal chances to individual participants.

For instance, through the help of inclusive leadership, Kia develops its diversity practice by encouraging gender-balanced business. The leadership Paul Kia has built has earned a well-deserved reputation for ensuring that dealer partners are successful and profitable. The benefits of gender balance and inclusive leadership play a significant role in helping Kia develop collaboration and partnership in this industry. In 2023, Kia launched a new Inclusion Plan with a focus on equality, diversity and inclusion to continue the Power On Strategy. As a result, the company has raised its profile at the Automotive 30% Club with Silver Membership that leads to DEI growth (Kia Press, 2024). On the other hand, in advocating for the strengths of women, Kia shares stereotype potential that also highlights leadership backdrop in maintaining gender equality (Kia Press, 2023). This deep-seated institutional inertia creates 'performative allyship', where corporate diversity pledges fail to alter the daily reality on the factory shop floor. Allyship is a journey that may be informative but is required to positively shape workplace experience and encourage a positive corporate culture for women (Asare,

2021). Under the intense pressure of these missed production quotas, middle management frequently defaults right back to aggressive micromanagement that may limit inclusive leadership practices. From the above analysis, it can be stated that the leaders of the automotive industry need to encourage diverse participation but focus on reducing power distance to maintain equal participation for the total workforce.

#### **4.2.2 Inclusive Leadership Directly Boosts Staff Motivation by Cultivating Psychological Safety and Job Satisfaction**

Inclusive leadership accelerates staff motivation in the automotive industry by enhancing psychological safety and job satisfaction. As per Waseem *et al.*, (2025), inclusive leaders are associated with promoting diversity, supporting open communication and strengthening the psychological safety of the staff to improve the overall organisational performance. Employees feel motivated and secure when leaders value and support them with fair benefits, including payment and bonuses, which improves overall organisational performance and workforce engagement. In the UK, about 84% of staff have reported that they are respected by their workplaces regardless of culture, background and gender and 83% have reported that they are treated fairly at work by 2025 (GOV.UK, 2025). For instance, the inclusion strategy of Rolls-Royce includes 'inclusive leadership', 'inclusive hiring', 'inclusive experience' and 'inclusive careers' (Rolls-Royce, 2026). The leaders of this automotive company support an inclusive culture and ensure a safe and diverse workplace for every staff member. Atuahene, Qian and Ahotovi (2024) highlighted that inclusive leadership positively influences the satisfaction of the individuals. This has resulted in positive business outcomes and increased job satisfaction.

Similarly, Jaguar Land Rover (JLR) UK is committed to building an inclusive, unified and diverse culture of work (Jaguar Land Rover, 2024). This has made the staff feel empowered and achieve their potential. Moreover, the leaders of this brand have focused on ensuring employee well-being and team collaboration by valuing them and providing employee benefits such as a pension scheme and flexible working. In contrast, El-Ashry *et al.*, (2025) highlighted that a lack of psychological safety leads to emotional fatigue, job dissatisfaction and low organisational commitment, for which inclusive leadership is beneficial. For instance, the staff of Bentley Motors in the UK called a strike in 2018 due to the planned closure of the defined benefit (DB) Rolls Royce and Bentley Pension Fund (RRBPF) (Phillips, 2018). Due to limited reward support and the closure of the pension fund, staff became dissatisfied with their work and called for a strike. Moreover, the staff of this car company became angry and stressed due to the announcement of 275 job losses by Bentley Motors in 2026 (McIntyre and Blakeman, 2026). These issues have created poor psychological safety and limited engagement with the workforce, which affects the business growth and job satisfaction. Therefore, inclusive leadership is necessary to ensure psychological safety and lower work

stress by valuing their work and encouraging their personal growth. This has enhanced the job satisfaction of the staff and thus drives their engagement. The staff get engaged with the automotive industry more and become satisfied with their workplace and its policies.

#### **4.2.3 Inclusive leadership facilitates staff engagement and retention by boosting morale**

Inclusive leadership directly facilitates staff management by fulfilling core psychological needs for belongingness and uniqueness, which fundamentally boosts workplace morale. The UK automotive industry operates in a high-pressure, metric-driven environment where frontline workers' valuable contributions are highly appreciated rather than viewed as rigid line-cogs. According to the recent organisational data published in Jaguar Land Rover (JLR) sustainable manufacturing update, the company's formal inclusion index has risen by 83% (King, 2026). This quantitative improvement directly correlates with an enhanced day-to-day employee experience and elevated line morale. Under the inclusive leadership of Claire Parker, JLR is successfully able to build a diverse and inclusive workforce that fosters a richer range of ideas and problem-solving approaches. It is crucial for navigating the twin challenge of digital transformation and sustainability. The leadership team of this firm believe that inclusion enhances talent attraction and retention. The company highlights its progressive parental leave policy, specialised menopause support, and investment of £3.1 million to create inclusive workwear and an onsite nursery (King, 2026). This inclusion leadership practice helps this firm to set a position at the 2025 Britain's Most Admired Companies Awards by creating fitter, more equitable outcomes.



**Figure 4.1: Inclusive Workwear for Women**

(Source: King, 2026)

By boosting staff engagement, JLR became the first UK automotive employer to sign the Race at Work Charter. Furthermore, more than 3,100 employee-led network members are now

structurally embedded into corporate decision-making pathways (LR, 2023). On the other hand, social and organisational support might serve as a buffer against the negative effects of work stress on employee engagement. Participation is vital for maintaining team morale among employees in the automotive businesses, but the contribution of ideas from them is informed by various factors.

For instance, in the UK leading automotive brands such as Aston Martin effectively prioritises inclusive leadership through showing its commitment towards DEI or Diversity, Equity and Inclusion in their workplaces. Currently the core focus of the company leaders such as managers, team leaders and employee supervisors is to ensure that all the working groups within the company acquire equal career development opportunities, treated respectfully and fairly, regardless of their background (Aston Martin, 2026). Moreover, people managers within the company ensure that all the employees promote a supportive and open working culture, employee development opportunities and diversity-focused recruitment. In 2024, the inclusive leadership practices of the company allowed them to enhance their overall employee retention results. To offer benefit to 2,500 employees the company shared a long-term pay agreement. The increased 4% of the annual pay of these employees with offering an additional benefit of 1,000 GBP to these employees to fight with the UK cost-of-living crisis (Aston Martin, 2024). They also introduced an employee share scheme and reduced the overall working hours for the manufacturing technician roles within the UK workplaces. Overall, these initiatives offered by the company developed a sense of financial security, job satisfaction, work-life balance and improved well-being among their employees. Thus, as an UK automotive giant they were able to retain skilled workers by prioritising inclusive leadership.

#### **4.2.4 Deficiencies in behavioural competencies as a significant challenge towards inclusive leadership**

In the UK automotive industry, for inclusive leadership practices deficiencies in behavioural competencies is a significant challenge. Most of the automotive managers in the UK operate under intense, high-velocity output targets to secure profitability and tight zero-emission vehicle requirements at the same time. A news report on automotive industry in the UK suggests that inability of the employees in active listening, empathy and effective communication can create significant issues such as production uncertainties and may affect the implementation of inclusive leadership practices (BBC, 2025). Moreover, this can also create significant issues for workforce engagement and minimising employee trust. For instance, UK-based automotive companies such as Rolls Royce faced significant issues related to the listening, communication, and empathy skills of the employees to successfully implement inclusive leadership practices within the organisation. For these issues, the organisation had to heavily fund for employee and manager training to effectively improve employee engagement and strengthen leadership behaviours. In 2022, Rolls Royce launched

the initiative named 'Being Like Me' that helped them effectively address these issues and successfully establish inclusive leadership (Financial Times, 2024).

#### **4.2.5 Supervisor performance appraisals recommended to improve inclusive leadership**

To systematically improve inclusive leadership across the UK automotive sector, manufacturing firms must transform the abstract diversity concept into structured, metric-driven operational habits. The primary recommendation is to align middle-management financial incentives with the workforce retention plan to reduce team turnover and absenteeism rates (Sprad, 2026). This practice works as a supervisor performance appraisal and shares a positive practice to improve inclusive leadership and enhance the growth of resignation among employees. This structurally counters the short-term goal that drives managers to default to autocratic leadership under stress. In the prevention of decision analysis during high-speed manufacturing adjustment, plants should implement standard, time-bound inclusive communication protocols. The operational viability of this approach is demonstrated by Bentley Motors through its cross-functional Beyond100 strategy.

In order to avoid the trap of treating diversity as a superficial Human Resource (HR) compliance exercise, Bentley integrated its DEI policy, which directly addresses executive board-level oversight. It will be able to mandate a company-wide 'Diversity Wins' training programme for all managers as well as for leaders, to make a supportive workplace environment where everyone shares performance appraisals (Bentley, 2026). By establishing structured diversity networks that actively engage over 10% of its workforce and Bentley successfully targeted an increase in diverse management representation to foster the diversity initiative in this overall workforce planning process.

### **4.3 Discussion**

DEI initiatives in organisations are important for accelerating a positive work culture. Diversity and inclusion initiatives work together to accelerate a fair and equitable work environment for all employees, which in turn helps to increase motivation. The automotive industry has implemented several strategies to foster inclusive leadership within organisations. Castañeda-Navarrete *et al.*, (2025), employees are encouraged to take part actively in the firms due to the DEI practices of organisations. An inclusive leadership approach helps to increase the motivation of employees as it allows them to participate in the decision-making process and multiple internal activities. Similarly, the findings of the research show that personnel might feel valued and motivated to put in high effort to achieve the business goals. According to Aquino *et al.*, (2025), DEI practice by firms creates an inclusive work environment that helps to encourage personnel as they feel valued for their contribution. The UK automotive industry is focused on implementing the DEI strategy within its workplace.

Several companies in the UK automotive industry implement the DEI practice within their organisation. The research findings explain that Nissan has focused on diverse managerial pipelines. The diverse pipelines increase the opportunity for females to take part in management. Therefore, it shows that the inclusive leadership approach helps to reduce the gender gap in managerial positions in the automotive industry in the UK. This leadership approach helps to reduce the gender pay gap, which encourages staff to put in high effort in their work to improve their performance. Inclusive leadership plays a crucial role in accelerating the brand reputation in the automotive industry. The inclusion plan of Kia helps to improve the brand's reputation in the automotive industry. Personnel satisfaction is increased in the UK automotive industry due to practising the DEI strategy within the workplace.

Sun *et al.*, (2024) stated that the DEI strategy might negatively affect the workplace where males dominate the work culture. On the other hand, stereotype potentiality within the automotive industry reduces the success of inclusive leadership and diversity practice. The research findings show that diversity practices frequently fail as organisations in the automotive industry fail to implement the policies into practice. The increasing ambiguity reduces team collaboration and performance. Employee resource groups are important for sharing the requirements of employees towards the management, as it helps to enhance motivation. These groups are responsible for identifying the inclusion rates and diversity within the workplace. ERGs are responsible for the identification and development of the skills of workforce members. On the contrary, due to the high work pressure in the automotive industry, managers use aggressive micromanagement strategies to meet the targets. This reduces the satisfaction and engagement of employees in the automotive industry. From the above discussion, it can be explained that the UK automotive industry has taken strategies to reduce gender imbalance and ensure fair recruitment to enhance the motivation of employees. The research shows that the reduction of gender imbalance helps organisations to boost their brand reputation and increase the satisfaction of personnel.

Inclusive leadership helps in facilitating staff engagement by effectively boosting morale. The UK automotive industry boasts a high-pressure, metric-driven environment. Siyal (2023), states that inclusive leadership practices in the automotive industry help in encouraging staff motivation in different workplaces. This indicates that leadership within the industry is able to capitalise on staff diversity to tackle complex issues. Inclusive leadership also helps in reducing the buffering effects of stress regarding work engagement. Dey and Dixit (2025) also reflect on internal decision-making processes, which can be delegated for optimising workload. As a result, this helps in effectively improving staff competencies regarding daily work patterns.

For example, the inclusive leadership of Claire Parkar at JLR has assisted staff to improve their digital skills through consistent training. Castañeda-Navarrete *et al.*, (2025) opined that DEI practices help in driving active participation of the workforce. This indicates that DEI practices are highly viable in keeping staff engaged while boosting their morale for enhanced work productivity. In contrast, Sun *et al.*, (2024) also state that DEI practices can lead to different hindrances, such as resistance to change, as well as male-dominated workplaces. As a result, it directly affects the scale of employee motivation in the context of the automotive industry.

In the contemporary scenario, inclusive leadership empowers staff to deal with the twin challenge of digital transformation and sustainability. For instance, the team at JLR has invested over £3.1 million in creating inclusive workwear and an on-site nursery. Such initiatives by a major business operating in the UK automotive industry reflect an organic shift in business policies to account for more diversity representation in the workforce. Möller *et al.*, (2024) state that fostering the training of all employees can assist in enhancing their customer service skills. Therefore, such approaches also create further opportunities for businesses to gain a competitive advantage in the contemporary automotive industry.

Social and organisational support reduces the stress of employees and increases their mental well-being, which enhances morale. Jayadi, Santosa and Putri (2024) stated that inclusive leaders face a lack of skills and are not able to make evidence-based decisions. The lack of ability of inclusive leaders creates a poor work environment that affects the mental health of personnel negatively. Similarly, the research shows that the UK automotive industry has faced challenges regarding mental health, as it has reported that 1 in 4 personnel are going through mental issues. The research explains that an inclusive leadership strategy is crucial in the UK automotive industry, as it helps to reduce the stress of personnel and boost morale. The UK automotive sector is reducing workloads and enhancing skills that increase productivity by applying this leadership approach. The stress of employees in the automotive industry might be reduced and morale boosted by practising this leadership approach. The UK automotive industry is focused on reducing stress by implementing inclusive leadership approaches to boost morale. The UK automotive industry needs to upskill personnel so they can meet the requirements as they work in the new work environment.

The analysis of existing information revealed that integration of inclusive leadership practices within the automobile industry is associated with several positive impacts. The prominent advantage is increased staff motivation within the workplace. Motivated employees are able to strengthen a diversified workforce (Siyal, 2023). It results in improvement of business culture through strengthening of skills and specialities. Additionally, staff remain encouraged to actively participate in the decision-making process to manage desired changes required for the accomplishment of business objectives. It leads to a sense of inclusion and belonging

towards the improvement of the business operations. However, on a contrasting viewpoint, it has been understood that employees often mis utilise the psychological safety needs provided to them for avoiding shared responsibility and accountability to the business authorities (Latessa *et al.*, 2023). Prolonged execution of such behaviour leads to a decline in overall credibility among the workforce, hampering organisational operations.

The analysis of existing sources reveals that businesses need to strengthen inclusive leadership managerial strategies for increasing a sense of ownership among staff. A prominent approach in this regard is inclusive leadership that delegates internal decision-making processes equitably to all staff (Dey and Dixit, 2025). This adds to the existing motivation to contribute towards better achievement of business goals. However, an inclusive work approach needs to be balanced with checks on employee autonomy, staff autonomy and safety protocols at work. Thus, it has been understood that an effective leadership approach adopted in a workplace setting positively impacts the productivity and profitability of the workplace. It has dual benefits in increasing employee motivation and raising customer trust in specific products and services.

The evaluation gained from the existing sources resonates with current findings. For instance, it has been inferred that inclusive leadership contributes to the acceleration of staff motivation within the automobile industry. The key factors in this regard involve increased psychological safety and job satisfaction among employees (Waseem *et al.*, 2025). For this purpose, businesses are increasingly strategizing on the development of open communication networks. This mechanism facilitates efficient performance and productivity among staff through transparency and accountability to the business authorities. The impact is evident as 84% of UK-based staff have reported that they feel respected, valued and properly treated at work (GOV.UK, 2025). Businesses have adopted specific strategies, such as 'inclusive careers' and 'inclusive hiring' approaches adopted by Rolls-Royce in the UK (Rolls-Royce, 2026). These initiatives enable strengthening a culture of safety and inclusivity within the diverse workplace settings of UK-based automobile industries.

However, certain findings underscore a contrasting perspective. Emotional fatigue experienced by staff leads to a negative impact on their commitment and responsibilities, impacting overall productivity and performance (El-Ashry *et al.*, 2025). Similarly, gaps in support and recognition mechanisms by businesses led to declining business potential. For instance, closure of pension funds, staff dissatisfaction and strikes lead to a fall in overall business performance within the automobile sector (Phillips, 2018). In spite of the issues, inclusive leadership plays a crucial role in enhancing staff satisfaction and motivation at work. Thus, the key findings resonate with the evaluation of existing sources associated with the role of inclusive leadership in providing psychological safety among staff.

The major improvement strategy to this leadership practice addressed employee training and development. These initiatives need to be developed by an organisation by sharing the knowledge of practical application to improve self-awareness among the employees. The training session does not take too much time, reduces stigma and creates a supportive environment that protects and improves mental health. Controversially, women and minority groups remain historically underrepresented in manufacturing, engineering, and leadership roles. Currently, women comprise just 18.6% of the workforce, as this society still believes that this sector is made for men (Carrigy, 2023). According to the survey results, 68% of respondents highlighted that women in automotive leadership have been underrepresented for many years (Asare, 2021). The main reason behind that lack of role models at the top is that unconscious biases and inflexible workplace policies restrict the effectiveness of inclusive leadership practice. Due to this reason, the majority of firms lack inclusive, tailored wellness and career advancement programs to retain these underrepresented demographics.

In contrast, the development of effective mitigation strategies is also beneficial for developing the application of inclusive leadership. This will guide leaders by developing data-driven decision-making capabilities to sustain the advantage of data-informed decisions. For instance, mandate a company-wide 'Diversity Wins' training programme by Bentley Motors for all managers as well as for leaders, to make a supportive workplace environment where everyone shares performance appraisals (Bentley, 2026). This is beneficial for the automotive sector to encourage employees to participate in skill enrichment workshops, where they can take courses in inclusive leadership practice based on their own professional requirements. Thus, within the UK automotive organisations staff motivations and inclusive leadership practices can be improved by the implementation of continuous feedback integrated with leadership development. The enhancement of trust among employees is highly needed to ensure deeper participation from the employers, which is beneficial for this sector. The DEI initiative in this sector also enhances brand reputation in attracting the future generation to connect with this sector. On the other hand, Latessa *et al.*, (2023) have confirmed that employees may often misuse their psychological safety needs to avoid accountability for their actions. Due to this reason, the automotive sector needs to focus more on evaluating whether the safety needs are misused by the employee or not. This can harm the overall working credibility of the workforce and may lead to a gradual decrease in the scale of employee motivation.

## **4.4 Summary**

In summary, it has been found that DEI supports fostering an inclusive work environment and ensuring psychological safety, which directly drives job motivation. It has been observed in this chapter that Kia, Rolls-Royce and JLR have developed inclusive leadership to boost employee engagement and emotional safety. However, Bentley Motors has struggled with managing the job satisfaction of the staff due to the closure of RRBPF and the cutting of jobs. Furthermore, resistance to change acts as a bottleneck to fostering effective leadership. Apart from these, the discussion section has found that all findings have answered the research questions by aligning with existing literature.

# **CHAPTER 5: RECOMMENDATIONS, CONCLUSION AND LIMITATIONS OF THE RESEARCH**

## **5.1 Conclusion**

It can be concluded that effective leadership practices are necessary to drive staff engagement and motivation. Lack of inclusive leadership in the automotive industry accelerates employee turnover and work-related stress. Inclusive leadership in this industry plays a vital role in ensuring fairness and equality within the workforce. In this study, the existing evidence related to staff motivation and inclusive leadership is analysed using a secondary qualitative systematic literature review. Moreover, thematic analysis has helped to develop themes based on the findings. It has been found in this research that resistance from the workforce becomes a major barrier to ensure inclusive leadership for which continuous supervision is required. Integrating DEI initiative and diversity wins programme have supported the industry to overcome the barriers in integrating inclusive leadership practices. Kia, Rolls-Royce and JLR have shown inclusive leadership practices in this research. All results have provided answers to the research questions and showcased a strong alignment with existing literature.

## **5.2 Linking with Objectives**

### **Objective 1**

The objective one has focused on usage of inclusive leadership in the UK car sector. Therefore, theme 1 in results has shown that diverse employees feel more motivated and DEI supports the leaders to develop an inclusive work culture. Hence, it has met the first objective of the research.

### **Objective 2**

In theme 2 of findings, it has been found that the leaders of JLR and Rolls-Royce in the UK have committed to develop a diverse workforce and boost team collaboration by driving staff motivation. Moreover, insights from theme 3 have also supported this objective by showing that inclusivity drives the staff morale. Thus, this finding has directly met the objective 2 of the research.

### **Objective 3**

In order to meet this objective this study has identified that the key challenges for inclusive leadership are deficiencies in communication, active listening and empathy. From the findings it was also found that effectiveness of inclusive leadership, employee engagement, trust and behavioural competencies are hampered through organizational change and production pressures.

#### **Objective 4**

As derived from theme 5, it has been observed that integration 'Diversity Wins', 'DEI initiatives' supervision of performance and training can effective strategies to overcome barriers in enhancing inclusive leadership within the car companies. Hence, it has directly aligned with objective 4.

### **5.3 Limitations of the Research**

One of the main limitations of this research is focusing only on the automotive industry. Therefore, this has narrowed the context it has limited in industrial application. Moreover, secondary data has been used instead of primary research which has affected the credibility and reliability of the study due to lack of first-hand data. Several information of secondary research is outdated and a lack in primary research, the study has limited statistical representation and numerical data. Thus, the accuracy becomes affected by data collection and having a higher risk of bias in selecting sources.

### **5.4 Future Scope**

In future, the research can be conducted in a broader aspect except for the car industry. The study can be done in the field of leadership to inform the staff and managers across all industries to foster a diverse work culture to sustain growth and improve relations among leaders and their subordinates. Additionally, it can gain a scope in future to use primary research such as interviews and surveys to gain first-hand data and numbers for further statistical interpretation and enhance the accuracy of results. In leadership and management, this research can be widely applicable.

### **5.5 Recommendations**

#### **Integration of a broader industrial focus**

The research has a scope of improvement by focusing on a broader industrial context instead of the narrow focus on the automotive sector. By involving analysis of multiple sectors across the UK, diverse leadership strategies could have been identified and therefore better strategies could have been established to address potential gaps. For instance, the retail sector has witnessed consistent growth over recent years in the UK. Inclusion of leadership and management strategies within this sector would have demonstrated the shifts in contemporary leadership and managerial strategies and their subsequent impacts within the workplace.

The broader industrial focus involving multiple sectors would have drawn on relevant frameworks and theories associated with effective leadership and management. More appropriate operational, managerial and financial outcomes could have been generated by the analysis of sectors such as retail and health, along with automotives. The comparative study of the businesses would have highlighted complexity in business operations, along with

pathways to address the different forms of challenges. This broader perspective is necessary as leaders and managers are guided by the common goal of better business outcomes and employee engagement through their work. Thus, analysis of the managerial techniques across multiple sectors could have improved the research scope.

### **Utilisation of a mixed methodological approach**

The study outcomes could have been improved by integrating primary data along with secondary data analysis. This would have ensured the incorporation of direct data to accomplish the study objectives. Data collected from original sources through methods such as surveys or interviews would have enhanced the authenticity and reliability of the research. The core advantage of mixed research methods involves observation of complex patterns and development of comprehensive outcomes through the utilisation of primary and secondary data (Dehalwar and Sharma, 2024). This would have increased the effective utilisation of the study among contemporary business organisations towards improvement of their leadership and management strategies. Apart from executives and managers, the accomplishment of study outcomes through the utilisation of primary and secondary data could have helped the human resource management department of businesses in establishing performance metrics. Therefore, utilisation and integration of mixed methodological approaches is recommended for the chosen study.

### **Precise data collection and presentation**

Use of precise data plays a significant role in accomplishing study objectives by ensuring accuracy, relevance and reliability of the research scope (Wedel and Gal, 2024). In this regard, the chosen study context regarding leadership and managerial strategies within the UK-based automotive sector could have been enhanced with the collection and utilisation of standard data sets. Company-specific information regarding employee turnover and retention rates could have better addressed the undertaken research questions. This would have provided the scope of comparison between adoption and functioning with different managerial techniques. Integration of statistical representation with authentic numerical data would have better answered the research questions. The utilisation of relevant statistics ensures accuracy in analysis and, therefore, presents results of research outcomes in an effective manner (Wedel and Gal, 2024). Similar utilisation of such data would have enhanced the significance of the study on leadership and management in the UK-based automotive sector.

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## **AI DECLARATION**

No GenAI tool has been used in this research. Only Grammarly has been used to check grammar and spelling errors. Google Scholar, news articles and government websites have been used to collect information.