
Inclusive Leadership and its Role in Strengthening Iraqi Banking Anti-Money Laundering Systems: An analytical study of the opinions of a sample of administrative leaders in a number of Iraqi commercial banks

Mazin Namin Abdullah

Assistant Professor, College of Administration and Economics, University of Tikrit, Iraq
mazin34@tu.edu.iq

Raghad Adnan Mahdi

Lecturer, College of Administration and Economics, University of Tikrit, Iraq
raghad.a.mahdi@tu.edu.iq

Abstract

The present research set out to diagnose the nature of the role played by inclusive leadership, as an independent variable, in strengthening the effectiveness of banking anti-money laundering systems, as a dependent variable, within a sample of Iraqi state-owned and private commercial banks. The research proceeded from the proposition that the efficiency of banking compliance systems cannot be reduced to the legislative and technical infrastructure alone; it is also closely bound up with the leadership patterns that create a secure organisational climate encouraging employees to disclose and report suspicious transactions without fear of penalty. The research adopted the descriptive-analytical method, and the questionnaire was employed as the principal instrument of data collection. It was distributed to administrative leaders and compliance-unit officers in the surveyed banks; eighty (80) forms were received, of which five (5) were excluded for failing to meet the conditions of analysis, giving a final sample size of seventy-five (75) respondents. The data were processed using SPSS V.26 and EViews 12, employing Cronbach's alpha coefficient, Pearson's correlation coefficient, simple and multiple linear regression analysis, and econometric diagnostic tests. The results revealed a strong, significant and positive correlation between the two variables, amounting to (0.706) at the (0.01) level of significance, together with a significant effect of inclusive leadership on the effectiveness of anti-money laundering systems, explaining (49.9%) of the variance in the dependent variable. The multiple regression model further showed that the dimensions of ease of access and communication and of openness contribute most to explaining this effect. The research concluded with a set of recommendations, foremost among them the entrenchment of inclusive behaviours within banking leadership development programmes and the construction of secure reporting channels that protect whistle-blowers.

Keywords: Inclusive Leadership, Anti-Money Laundering, Compliance, Iraqi Commercial Banks.

Section One: The Methodological Framework of the Research

First: Introduction:

Since the beginning of the third decade of the third millennium, the Iraqi banking sector has been undergoing profound structural transformations imposed, on the one hand, by the requirements of integration into the international financial system and, on the other, by the pressures of risks associated with organised financial crime. In this context, the crime of money laundering arguably represents the gravest challenge confronting the soundness and stability of the banking apparatus, given its capacity to distort the structure of the national economy, to weaken confidence in financial institutions and to undermine the effectiveness of monetary policy. Practical experience in a variety of banking environments has nonetheless demonstrated that the existence of a legislative and technical framework, important though it is, does not by itself suffice to guarantee the effectiveness of compliance systems. Recent literature indicates that a considerable proportion of the failures of anti-money laundering programmes is attributable to a weak culture of compliance within the financial institution and to the absence of leadership that embraces employees and encourages them to speak out (Pol, 2020, p. 212; Antwi et al., 2023). It is from this point that inclusive leadership has emerged as a contemporary leadership perspective concerned with creating a climate of psychological safety that enables employees to express their views and to report violations (Carmeli et al., 2010, p. 231; Randel et al., 2018).

On the foregoing basis, the present research seeks to connect two fields of knowledge that have remained largely separate in the Arabic literature: the field of organisational behaviour and leadership on the one hand, and that of banking compliance and the combating of financial crime on the other, doing so through a field test in the environment of Iraqi commercial banks.

Second: The Research Problem:

The research problem centres on the following question: to what extent do the inclusive leadership behaviours of administrative leaders in Iraqi commercial banks contribute to strengthening the effectiveness of banking anti-money laundering systems? A number of subsidiary questions branch from this principal question:

1. What is the level of practice of inclusive leadership, in its four dimensions, in the surveyed Iraqi commercial banks from the viewpoint of their administrative leaders?
2. What is the level of effectiveness of anti-money laundering systems, in their four dimensions, in the surveyed banks?
3. Is there a statistically significant correlation between inclusive leadership and the effectiveness of anti-money laundering?
4. Is there a statistically significant effect of inclusive leadership, wholly and partially, on the effectiveness of anti-money laundering?

5. Are there statistically significant differences in the effectiveness of anti-money laundering systems attributable to the type of bank (state-owned/private) and to the number of specialised training courses?

Third: The Importance of the Research:

The theoretical importance of the study arises from its being one of the few Arabic studies to address inclusive leadership in the context of banking compliance and the combating of financial crime, since most of the available literature has confined itself to linking this leadership pattern to the variables of creativity, work engagement and talent retention (Mohammed Saeed & Fattah, 2023; Korkmaz et al., 2022, p. 142). Its applied importance, meanwhile, is manifested in the provision of quantitative indicators that supervisory and banking authorities in Iraq may employ when designing programmes for the qualification of banking leaders and developing compliance systems, as well as in its contribution to directing attention towards the behavioural and human dimension of the anti-money laundering system.

Fourth: The Objectives of the Research:

The research seeks to attain a set of objectives. The first is to construct a rigorous conceptual framework clarifying the nature of inclusive leadership, its dimensions and its relationship to banking compliance systems. The second is to diagnose the actual level of the practice of inclusive leadership and the level of effectiveness of anti-money laundering systems in the surveyed banks. The third is to measure the nature, strength and direction of the relationship between the two variables and their dimensions. The fourth is to determine the magnitude of the effect exerted by inclusive leadership, both in the aggregate and at the level of its individual dimensions, on the effectiveness of anti-money laundering systems. The fifth and last is to formulate a set of practical recommendations addressed to bank managements and supervisory authorities in the light of the results obtained.

Fifth: The Hypothetical Model of the Research:

In the light of the research problem and its objectives, a hypothetical model was formulated to clarify the nature of the assumed relationships between the research variables and their dimensions, as follows:

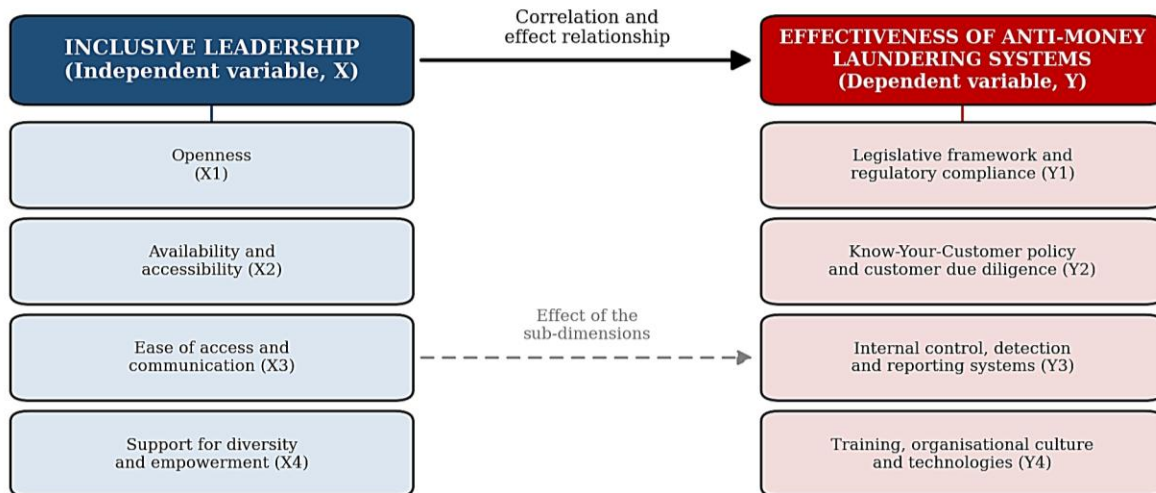


Figure (1) Hypothetical model of the study

Figure (1) Source: prepared by the researchers in the light of the relevant theoretical literature.

Sixth: The Research Hypotheses:

Proceeding from the hypothetical model, the following principal hypotheses were formulated:

The first principal hypothesis (H1): there is a statistically significant correlation between inclusive leadership and the effectiveness of anti-money laundering systems, from which branch four subsidiary hypotheses corresponding to the number of dimensions of the independent variable.

The second principal hypothesis (H2): there is a statistically significant effect of inclusive leadership on the effectiveness of anti-money laundering systems, from which branch four subsidiary hypotheses corresponding to the number of dimensions of the independent variable.

The third principal hypothesis (H3): there is a statistically significant effect of the dimensions of inclusive leadership taken jointly on the effectiveness of anti-money laundering systems.

The fourth principal hypothesis (H4): there are statistically significant differences in the level of effectiveness of anti-money laundering systems attributable to the descriptive variables of the sample (type of bank and training courses).

Seventh: Research Method, Population and Sample:

The research relied upon the descriptive-analytical method as the most appropriate to the nature of the phenomenon studied and to the objectives of the research. The research population consists of the administrative leaders working in Iraqi commercial banks (state-owned and private), and in particular the occupants of positions directly related to the compliance and anti-money laundering system,

namely heads of departments, their deputies, heads of divisions and unit officers. A purposive sample was adopted in view of the specific character of the target group and its direct connection with the subject of the research. The questionnaire was distributed electronically and eighty (80) forms were received. The forms were subjected to an initial screening according to a documented criterion, whereby five (5) forms were excluded upon being found to be complete duplicates of earlier submissions (an exact match in the time stamp, in the descriptive data and in the pattern of responses across all forty items). The number of forms valid for analysis thus stood at seventy-five (75), that is, a valid response rate of (93.75%), which is a high rate that satisfies the requirements of parametric statistical analysis.

Eighth: The Research Instrument and Its Scale:

The questionnaire was designed on the basis of the scales adopted in the literature, in particular the scale of Carmeli et al. (2010, p. 311) for inclusive leadership in its three dimensions (openness, availability and accessibility, and ease of access), with the addition of a fourth dimension, namely support for diversity and empowerment, drawing on the framework of Randel et al. (2018, p. 325). The scale for the effectiveness of anti-money laundering systems, meanwhile, was constructed in the light of the provisions of the Iraqi law in force and the recommendations of the Financial Action Task Force (FATF, 2023, p. 315). The questionnaire comprised two parts: a part for descriptive data and a part for the items, distributed as follows:

Table (1) Distribution of the items of the research instrument across its two variables and their dimensions- Source: prepared by the researchers on the basis of the returned questionnaire forms.

Variable	Dimension	Code	Items	Number
Inclusive leadership (independent variable, X)	Openness	X1	1 – 5	5
	Availability and accessibility	X2	6 – 10	5
	Ease of access and communication	X3	11 – 15	5
	Support for diversity and empowerment	X4	16 – 20	5
Effectiveness of anti- money laundering systems (dependent variable, Y)	Legislative framework and regulatory compliance	Y1	21 – 25	5
	Know-Your-Customer policy and customer due diligence	Y2	26 – 30	5
	Internal control, detection and reporting systems	Y3	31 – 35	5
	Training, organisational culture and technologies	Y4	36 – 40	5
Total	Eight dimensions	—	1 – 40	40

Ninth: Statistical Methods and Software Employed:

The data were processed using SPSS V.26 to compute frequencies, percentages, arithmetic means, standard deviations, coefficients of variation and relative importance, together with Cronbach's alpha coefficient and split-half reliability for measuring reliability, the Kaiser-Meyer-Olkin (KMO) and Bartlett tests for sampling adequacy, Pearson's correlation coefficient, the independent-samples t test, and one-way analysis of variance. EViews 12, for its part, was used to estimate the simple and multiple linear regression models by the method of ordinary least squares (OLS), and to conduct the

diagnostic tests of the model, represented by the Jarque–Bera test of the normality of the residuals, as well as the computation of the variance inflation factor (VIF) for the detection of multicollinearity.

Tenth: The Limits of the Research:

The spatial limits of the study were confined to a sample of Iraqi state-owned and private commercial banks, while the temporal limits extended over the period of field data collection during the month of September 2026. The human limits were represented by the administrative leaders and compliance-unit officers in those banks, whereas the objective limits were confined to the two variables of inclusive leadership and the effectiveness of anti-money laundering systems, with the dimensions specified in the hypothetical model.

Section Two: The Theoretical Framework and Previous Studies

First: The Concept of Inclusive Leadership:

1. Origin and concept:

The theoretical grounding of the concept of inclusive leadership goes back to the study of Nembhard and Edmondson (2006, p. 612), which introduced the notion of leader inclusiveness as the set of words and deeds issuing from the leader that entail an invitation to employees to contribute and an appreciation of their contributions. That study showed that inclusive behaviours help to overcome the inhibiting effects of professional and hierarchical differences, with a corresponding positive impact upon continuous improvement efforts.

Carmeli et al. (2010, p. 235) developed this concept and transformed it into a measurable construct through three dimensions, namely openness, availability and accessibility, and ease of access, showing that inclusive leadership is positively related to psychological safety, which in turn leads to employee involvement in creative tasks.

The systematic review conducted by Korkmaz et al. (2022, p. 413) indicates that the literature has settled upon the view that the essence of inclusive leadership rests on the simultaneous reconciliation of two apparently conflicting employee needs, the need for belongingness and the need for uniqueness. The study of Mohammed Saeed and Fattah (2023, p. 68) in Iraqi telecommunications companies demonstrated a direct effect of inclusive leadership on the retention of talented employees.

2. The dimensions of inclusive leadership adopted in the research:

The present research adopted the following dimensions. The first is openness, by which is meant the leader's readiness to accept new ideas and divergent points of view, a matter that acquires particular importance in the context of banking compliance because the discovery of supervisory loopholes frequently begins with an observation made by a front-line employee. The second is availability and accessibility, that is, the extent to which the leader makes himself available to employees when they require advice, particularly in suspicious banking cases that call for a rapid decision. The third is ease

of access and communication, which encompasses the fluidity of communication channels and the provision of a secure environment. The fourth is diversity and empowerment, which signifies the appreciation of differences in experience and specialisation and the granting to employees of sufficient authority to take decisions within the bounds of their responsibilities (Shore et al., 2018, p. 212; Nishii, 2013, p. 62).

Second: Anti-Money Laundering Systems in the Banking Sector:

1. Concept and legal framework:

Anti-money laundering systems are defined as the integrated system of policies, procedures, controls and technologies adopted by a financial institution in order to prevent its being used as a channel for conferring legitimacy upon funds derived from unlawful activities. In the Iraqi environment, the Anti-Money Laundering and Counter-Terrorist Financing Law No. (39) of 2015 constitutes the governing reference for this system, while at the international level the recommendations of the Financial Action Task Force (FATF) represent the benchmark against which the adequacy and effectiveness of national frameworks are measured. These recommendations have witnessed a marked development towards risk and the strengthening of beneficial-ownership verification requirements (FATF, 2023, p. 98).

2. The dimensions of the effectiveness of anti-money laundering systems:

Four dimensions were adopted in the research for measuring the effectiveness of these systems. The first is the legislative framework and regulatory compliance, understood as the extent of the bank's adherence to the law in force and to the instructions of the Central Bank, and it keeping abreast of legislative updates and international standards. The second addresses the Know-Your-Customer policy and customer due diligence, which include the verification of customers' identity, the updating of their data according to their degree of risk and the subjection of high-risk customers to enhanced measures. The third comprises internal control, detection and reporting systems, which include the possession of an automated system for monitoring unusual transactions, the referral of suspicious transaction reports within the statutory periods and the existence of documented escalation procedures. The fourth is training and supporting technologies, which encompasses the continuity of training programmes, the prevalence of a collective sense of responsibility and the employment of digital analytics and artificial intelligence in analysing transaction patterns (Turki et al., 2020, p. 291; Thommandru & Chakka, 2023, p. 181).

Third: The Theoretical Relationship between the Two Variables:

The relationship between inclusive leadership and the effectiveness of anti-money laundering systems rests upon a twofold theoretical logic. On the one hand, the theory of psychological safety supposes that employees do not undertake behaviours entailing personal risk, among them the reporting of a suspicious transaction that may touch an influential customer or an administrative decision, unless they perceive that such disclosure is safe, a perception that is produced by inclusive leadership behaviours (Nembhard & Edmondson, 2006, p. 84; Carmeli et al., 2010, p. 93). On the other hand,

the literature on financial compliance affirms that the tone at the top is the most important determinant of the culture of compliance, and that the failure of many anti-money laundering programmes is attributable to the detachment of senior management from day-to-day supervisory operations rather than to technical deficiency (Pol, 2020, pp. 98, 312; Ofoeda et al., 2022).

Fourth: Previous Studies:

Table (2) Summary of previous studies related to the two research variables- Source: prepared by the researchers on the basis of the literature referred to.

Study	Objective and variables	Principal findings
Nembhard & Edmondson (2006)	The effect of leader inclusiveness and professional status on psychological safety and improvement efforts in health-care teams	Leader inclusiveness mitigates the adverse effect of hierarchical differences and enhances psychological safety and participation in improvement
Carmeli et al. (2010)	The effect of inclusive leadership on employee involvement in creative tasks through the mediation of psychological safety (150 employees)	A positive relationship between inclusive leadership and psychological safety, the latter mediating the relationship with creativity
Randel et al. (2018)	Construction of a comprehensive theoretical framework of inclusive leadership, its antecedents and its outcomes	Five categories of inclusive behaviour lead to identification with the work group and to psychological empowerment
Korkmaz et al. (2022)	A systematic review of the inclusive leadership literature	Divergence of definitions and measures, and the need for studies in new organisational and functional contexts
Mohammed Saeed & Fattah (2023)	The role of inclusive leadership in retaining talented employees in Iraqi telecommunications companies	A direct and significant effect of inclusive leadership, with its dimensions, on the retention of talented employees
Hussein (2025)	The role of inclusive leadership in organisational favouritism at the General Directorate of Education of Nineveh	A significant relationship and effect of inclusive leadership in limiting organisational favouritism
Ofoeda et al. (2022, p. 321)	The effect of anti-money laundering regulations on financial sector development worldwide (165 economies)	A positive and significant effect, with non-linear relationships that differ between advanced and developing economies

What distinguishes the present research from previous studies:

The present research is distinguished from its predecessors in three principal respects. The first concerns the direct linking of an organisational behavioural variable (inclusive leadership) with a financial supervisory variable (the effectiveness of anti-money laundering systems), a linkage which, to the best of the researchers' knowledge, no published Arabic study has addressed. The second concerns the field of application, represented by Iraqi commercial banks and specifically by the category of administrative leaders and compliance-unit officers. The third concerns the methodological approach, founded upon combining descriptive and inferential statistical analysis in SPSS with diagnostic econometric analysis in EViews 12, thereby enhancing the robustness and credibility of the results.

Section Three: The Practical Framework and the Analysis of the Research Results

First: Screening of the Forms and Description of the Research Sample:

As has been indicated, the number of forms received amounted to eighty (80), all of which were subjected to a response-quality check prior to analysis. The check resulted in the exclusion of five (5) forms on account of their complete correspondence with other forms in the descriptive data and in the pattern of responses across the forty items, which constitutes a duplicate submission that breaches the condition of independence of observations and leads to an inflation of the values of the reliability and correlation coefficients. The final sample thus amounted to seventy-five (75) respondents, and the following table sets out its distribution according to the descriptive variables:

Table (3) Description of the research sample according to the descriptive variables (n = 75)- Source: prepared by the researchers on the basis of SPSS V.26 output drawn from the questionnaire data.

Variable	Category	Freq.	%	Variable	Category	Freq.	%
Gender	Male	52	69.3	Academic specialisation	Business administration	29	38.7
	Female	23	30.7		Financial and banking sciences	19	25.3
Age group	Under 30	9	12.0		Accounting	8	10.7
	30 – 40	35	46.7		Economics	4	5.3
	40 – 50	22	29.3		Other	15	20.0
	Over 50	9	12.0	Service in the banking sector	Under 5 years	12	16.0
Educational attainment	Diploma	17	22.7		5 – 10 years	6	8.0
	Bachelor's	31	41.3		10 – 15 years	36	48.0
	Higher diploma	4	5.3		15 years and above	21	28.0
	Master's	17	22.7	Service in the leadership position	Under 3 years	13	17.3
	Doctorate	6	8.0		3 – 6 years	25	33.3
Job title	Head of department	5	6.7		6 years and above	37	49.3
	Deputy head of department	8	10.7	Training courses	None	33	44.0
	Head of division	15	20.0		One or two courses	32	42.7
	Compliance unit officer	18	24.0		3 – 5 courses	10	13.3
Other		29	38.7	Type of bank	State-owned	48	64.0
					Private	27	36.0

The above table shows that the great majority of the members of the sample (76.0%) fall within the two age groups of (30–50) years, the group that combines accumulated experience with the capacity to absorb technical and legislative updates. Furthermore, (77.3%) of them hold a first university degree or above, and (49.3%) have spent six years or more in their current leadership position, which lends their responses a considerable measure of credibility. A striking indicator that merits pause, however, is that (44.0%) of the leaders surveyed have not undergone any specialised training course

in anti-money laundering, a high proportion carrying a negative significance that will be taken up in the conclusions.

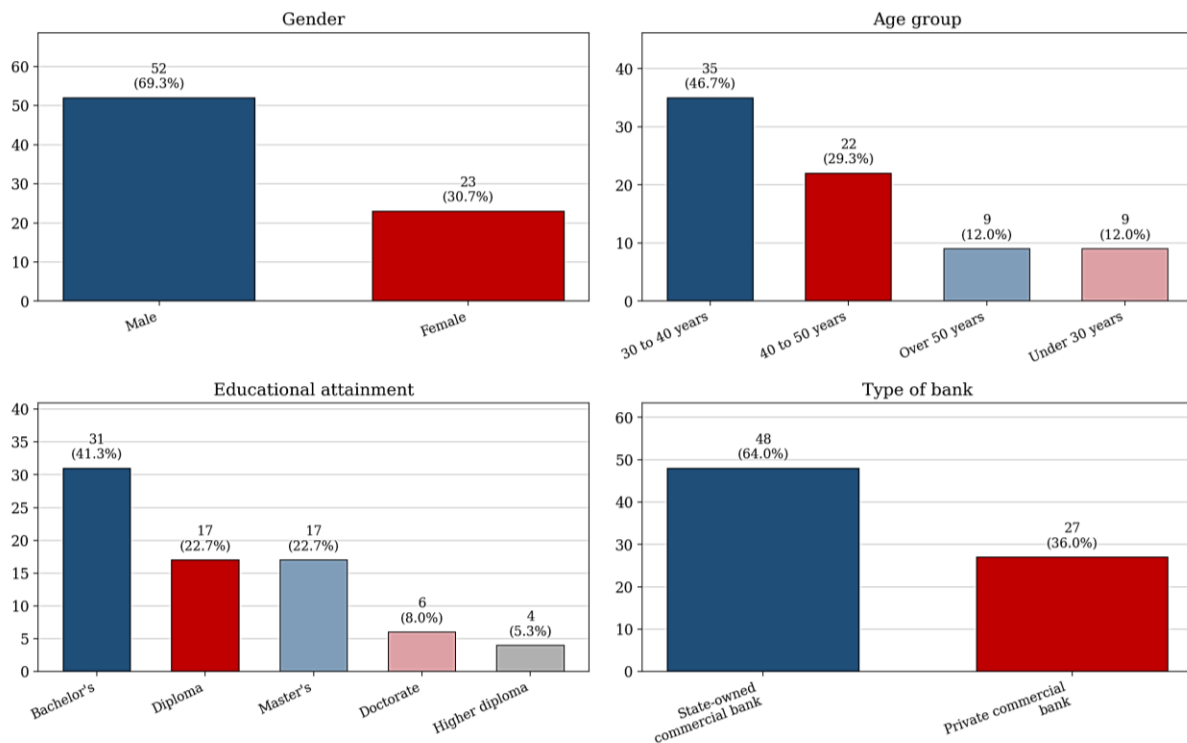


Figure (2) Demographic distribution of the study sample (n = 75)

Figure (2) Source: the figure was prepared by the researchers on the basis of the statistical processing output.

Second: Tests of Validity, Reliability and Sampling Adequacy:

In order to verify the validity and reliability of the instrument, Cronbach's alpha coefficient was computed for each dimension and for the scale as a whole, together with the split-half coefficient corrected by the Spearman–Brown formula, and the coefficients of correlation of each dimension with the variable to which it belongs as an indicator of construct validity. The following table sets out the results:

Table (4) Results of the reliability and construct validity tests of the research instrument

Dimension / scale	No. of items	Cronbach's alpha	Dimension–variable correlation	Level of reliability
Openness (X1)	5	0.807	0.757**	Good
Availability and accessibility (X2)	5	0.835	0.811**	Very good
Ease of access and communication (X3)	5	0.913	0.910**	Excellent
Support for diversity and empowerment (X4)	5	0.881	0.794**	Very good
Inclusive leadership (X)	20	0.929	—	Excellent
Legislative framework and compliance (Y1)	5	0.796	0.680**	Good
KYC and customer due diligence (Y2)	5	0.890	0.915**	Very good
Internal control and reporting (Y3)	5	0.902	0.740**	Excellent
Training, culture and technologies (Y4)	5	0.938	0.763**	Excellent
Effectiveness of AML systems (Y)	20	0.927	—	Excellent
Scale as a whole	40	0.955	—	Excellent

** Significant at the (0.01) level. Source: SPSS V.26 output.

It is evident from Table (4) that the Cronbach's alpha values ranged between (0.796) and (0.938) at the level of the dimensions, and amounted to (0.955) for the scale as a whole, all of which exceed the minimum acceptable threshold of (0.70), indicating a high reliability of the instrument. The corrected split-half coefficient likewise amounted to (0.967) for the inclusive leadership scale and (0.965) for the scale of the effectiveness of anti-money laundering systems, values that reinforce confidence in the internal consistency of the instrument. As for the indicators of construct validity, all the coefficients of correlation of the dimensions with their variables were positive and significant at the (0.01) level, ranging between (0.680) and (0.915). In order to verify the adequacy of the data for factor analysis, the Kaiser-Meyer-Olkin test was conducted and yielded a value of (0.704), an acceptable value exceeding the minimum of (0.60), while Bartlett's test of sphericity was statistically significant with a value of ($\chi^2 = 375.790$) at (28) degrees of freedom and a significance level of (0.000), confirming that the matrix of correlations between the dimensions is not an identity matrix and that the data are suitable for analysis.

Third: Descriptive Analysis of the Research Items and Dimensions:

1. Items of the independent variable (inclusive leadership):

Table (5) Arithmetic means, standard deviations, coefficients of variation and relative importance of the inclusive leadership items- Source: the table was prepared by the researchers on the basis of SPSS V.26 output.

No.	Dimension	Arithmetic mean	Standard deviation	Coefficient of variation %	Relative importance %	Level
1	X1	4.560	0.500	10.96	91.20	Very high
2	X1	4.387	0.751	17.13	87.73	Very high
3	X1	4.720	0.452	9.58	94.40	Very high
4	X1	4.533	0.644	14.20	90.67	Very high
5	X1	4.573	0.498	10.89	91.47	Very high
6	X2	4.613	0.613	13.28	92.27	Very high
7	X2	4.667	0.475	10.17	93.33	Very high
8	X2	4.667	0.475	10.17	93.33	Very high
9	X2	4.627	0.487	10.53	92.53	Very high
10	X2	4.533	0.502	11.08	90.67	Very high
11	X3	4.800	0.403	8.39	96.00	Very high
12	X3	4.680	0.470	10.04	93.60	Very high
13	X3	4.640	0.483	10.41	92.80	Very high
14	X3	4.507	0.601	13.34	90.13	Very high
15	X3	4.533	0.502	11.08	90.67	Very high
16	X4	4.573	0.498	10.89	91.47	Very high
17	X4	4.573	0.498	10.89	91.47	Very high
18	X4	4.640	0.483	10.41	92.80	Very high
19	X4	4.680	0.470	10.04	93.60	Very high
20	X4	4.680	0.470	10.04	93.60	Very high
Variable as a whole		4.609	0.340	7.37	92.19	Very high

The results of Table (5) reveal that all the items of the independent variable achieved arithmetic means exceeding the hypothetical mean (3) by a significant margin, ranging between (4.387) and (4.800), all of them within the (very high) level. Item (11), concerning employees' ability to reach the leader without administrative complications, occupied first rank with an arithmetic mean of (4.800) and a relative importance of (96.00%), an indication that the banking leaders surveyed appreciate the importance of shortening the administrative distance in an environment requiring speed in supervisory decision-making. By contrast, item (2), concerning the encouragement of employees to put forward points of view differing from that of the leader without fear of penalty, came in last rank with a mean of (4.387) and the highest coefficient of variation (17.13%), which indicates a greater dispersion of opinions on this item specifically and suggests, with interpretive caution, that freedom to object to the leader remains the least mature area of inclusive practice within the banks surveyed.

2. Items of the dependent variable (effectiveness of anti-money laundering systems):

Table (6) Arithmetic means, standard deviations, coefficients of variation and relative importance of the items on the effectiveness of anti-money laundering- Source: the table was prepared by the researchers on the basis of SPSS V.26 output.

No.	Dimension	Arithmetic mean	Standard deviation	Coefficient of variation %	Relative importance %	Level
21	Y1	4.760	0.430	9.03	95.20	Very high
22	Y1	4.773	0.421	8.83	95.47	Very high
23	Y1	4.707	0.458	9.74	94.13	Very high
24	Y1	4.613	0.490	10.63	92.27	Very high
25	Y1	4.667	0.528	11.32	93.33	Very high
26	Y2	4.813	0.392	8.15	96.27	Very high
27	Y2	4.760	0.541	11.37	95.20	Very high
28	Y2	4.613	0.590	12.80	92.27	Very high
29	Y2	4.693	0.519	11.06	93.87	Very high
30	Y2	4.787	0.527	11.02	95.73	Very high
31	Y3	4.720	0.559	11.84	94.40	Very high
32	Y3	4.747	0.438	9.22	94.93	Very high
33	Y3	4.720	0.452	9.58	94.40	Very high
34	Y3	4.693	0.464	9.89	93.87	Very high
35	Y3	4.627	0.487	10.53	92.53	Very high
36	Y4	4.613	0.490	10.63	92.27	Very high
37	Y4	4.653	0.479	10.30	93.07	Very high
38	Y4	4.627	0.487	10.53	92.53	Very high
39	Y4	4.560	0.500	10.96	91.20	Very high
40	Y4	4.640	0.483	10.41	92.80	Very high
Variable as a whole		4.689	0.316	6.75	93.79	Very high

It is observed from Table (6) that the item with the highest arithmetic mean was item (26), concerning the application of procedures for verifying customers' identity before opening accounts (4.813), followed by item (30), concerning the refusal to deal with anonymous accounts (4.787). These two items relate to the obligatory minimum of due-diligence requirements that the supervisory instructions in force impose with clarity and that are subject to direct scrutiny by the Central Bank. By contrast, item (39), concerning cooperation with other banks and supervisory authorities in the exchange of information, came in the lowest rank (4.560), which accords with the indication in the literature that the exchange of information between financial institutions represents one of the weakest links in anti-money laundering systems in developing economies (Pol, 2020, p. 423).

3. Descriptive analysis at the level of the dimensions:

Table (7) Descriptive statistics of the research dimensions and its two variables (n = 75)- Source: the table was prepared by the researchers on the basis of SPSS V.26 output.

Dimension	Code	Mean	Std. dev.	Variation %	Relative importance %	Rank	Level
Openness	X1	4.555	0.436	9.57	91.09	4	Very high
Availability and accessibility	X2	4.621	0.398	8.61	92.43	3	Very high
Ease of access and communication	X3	4.632	0.427	9.23	92.64	1	Very high
Support for diversity and empowerment	X4	4.629	0.398	8.60	92.59	2	Very high
Inclusive leadership	X	4.609	0.340	7.37	92.19	—	Very high
Legislative framework and compliance	Y1	4.704	0.347	7.38	94.08	2	Very high
KYC and customer due diligence	Y2	4.733	0.432	9.12	94.67	1	Very high
Internal control and reporting	Y3	4.701	0.409	8.69	94.03	3	Very high
Training, culture and technologies	Y4	4.619	0.436	9.45	92.37	4	Very high
Effectiveness of AML systems	Y	4.689	0.316	6.75	93.79	—	Very high

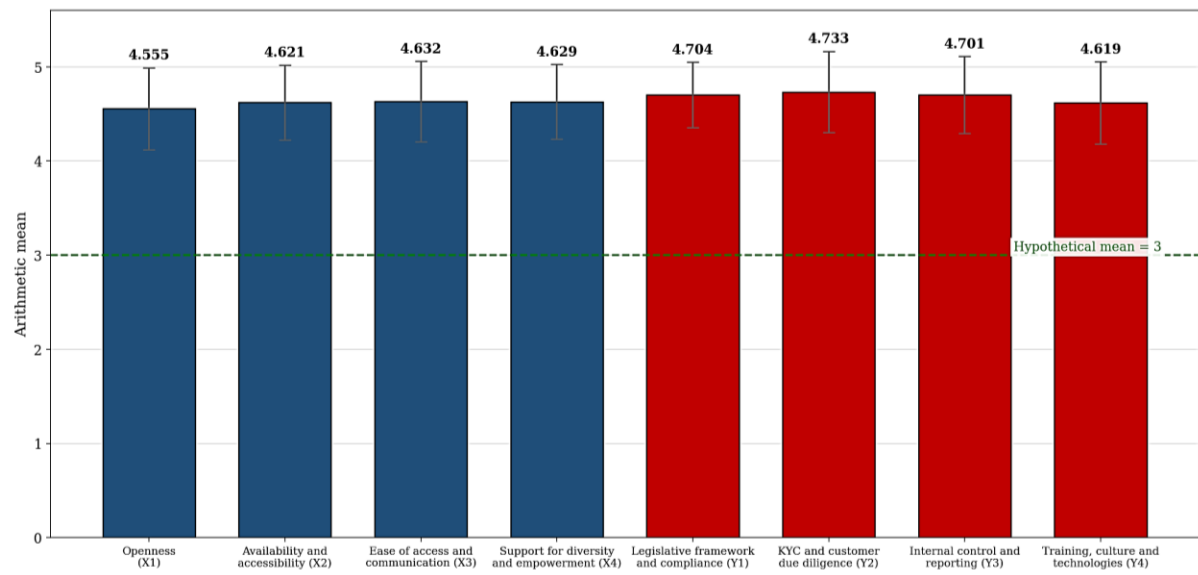


Figure (3) Arithmetic means and standard deviations of the study dimensions

The data of Table (7) and Figure (3) show that the dimension of ease of access and communication (X3) led the dimensions of the independent variable with an arithmetic mean of (4.632), while the dimension of openness (X1) came in last rank (4.555) and with the highest coefficient of variation

among the dimensions of the independent variable (9.57%), which reinforces the observation drawn from the item analysis that openness to criticism and to divergent points of view is the relatively weakest component of inclusive practice. At the level of the dependent variable, the dimension of Know-Your-Customer and customer due diligence came first (4.733), whereas the dimension of training, organisational culture and technologies came last (4.619), a result logically consistent with what the sample data revealed regarding the fact that about half of the leaders surveyed have received no specialised training in this field.

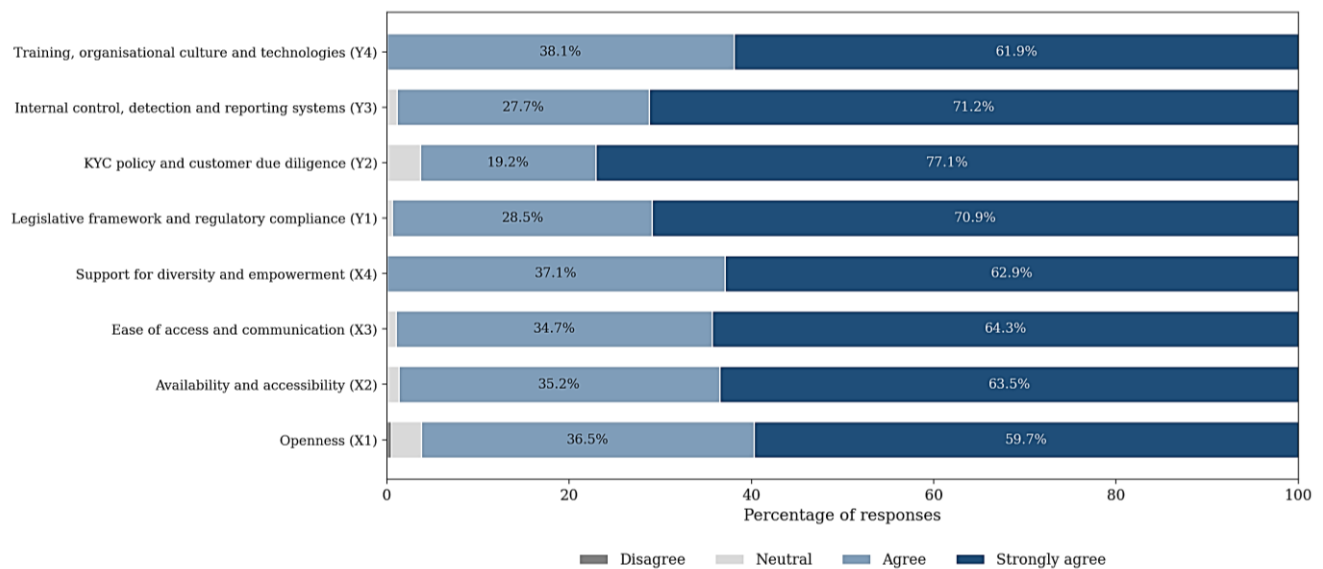


Figure (4) Relative distribution of sample responses across the study dimensions

Figure (4) Source: the figure was prepared by the researchers on the basis of the statistical processing output.

Fourth: Testing the Normality of the Distribution of the Data:

Before embarking upon parametric analysis, the normality of the distribution of the data was tested using the coefficients of skewness and kurtosis, a distribution being deemed statistically acceptable if the value of skewness falls within the range (± 1) and the value of kurtosis within the range (± 3), in accordance with the criteria commonly applied in administrative-science research. The following table sets out the results:

Table (8) Results of the skewness and kurtosis test for the research variables- Source: the table was prepared by the researchers on the basis of SPSS V.26 output.

Variable	Mean	Median	Skewness	Kurtosis	Minimum	Maximum
Inclusive leadership (X)	4.609	4.600	-0.313	-0.410	3.800	5.000
Effectiveness of AML systems (Y)	4.689	4.700	-0.454	-0.108	3.950	5.000

The results show that the values of skewness and kurtosis for both variables fall within the acceptable ranges, which permits, alongside the adequacy of the sample size ($n = 75$) that allows reliance upon the central limit theorem, the use of parametric statistical methods of Pearson correlation and regression analysis. The normality of the residuals of the regression model specifically will subsequently be verified by the Jarque–Bera test, this being the condition most pertinent to the validity of inference in least-squares models.

Fifth: Testing the Correlation Hypotheses (H1):

Table (9) Matrix of Pearson correlation coefficients between the research dimensions and its two variables ($n = 75$)

	X1	X2	X3	X4	X	Y1	Y2	Y3	Y4	Y
X1	1									
X2	.467**	1								
X3	.600**	.669**	1							
X4	.379**	.538**	.706**	1						
X	.757**	.811**	.910**	.794**	1					
Y1	.582**	.320**	.721**	.697**	.712**	1				
Y2	.619**	.439**	.595**	.386**	.628**	.650**	1			
Y3	.409**	.409**	.548**	.187	.478**	.222	.621**	1		
Y4	.439**	.374**	.356**	.177	.415**	.326**	.566**	.420**	1	
Y	.654**	.498**	.700**	.444**	.706**	.680**	.915**	.740**	.763**	1

** Significant at the (0.01) level. Source: prepared by the researchers on the basis of SPSS V.26 output.

The matrix shows that the coefficient of correlation between inclusive leadership and the effectiveness of anti-money laundering systems amounted to (0.706) at the (0.01) level of significance, a strong positive correlation according to the conventional classification, since it exceeds the threshold of (0.70). Accordingly, the first principal hypothesis (H1) is accepted. At the level of the subsidiary hypotheses, all the coefficients of correlation of the dimensions of the independent variable with the dependent variable were positive and significant at the (0.01) level, amounting to (0.654) for openness, (0.498) for availability and accessibility, (0.700) for ease of access and communication, and (0.444) for support for diversity and empowerment, which entails the acceptance of all four subsidiary hypotheses.

It is observed that the dimension of ease of access and communication recorded the strongest correlation with the dependent variable, a result of considerable interpretive significance inasmuch as this dimension comprises the item relating to the provision of a safe environment for reporting violations without fear of occupational retaliation, this being the link that connects leadership behaviour with the act of reporting upon which the entire anti-money laundering system rests. This result accords with the position taken by Carmeli et al. (2010, p. 49) and Nembhard and Edmondson (2006, p. 97) concerning the centrality of psychological safety in translating leadership inclusiveness into action.

Sixth: Testing the Effect Hypotheses (H2 and H3):

1. The simple linear regression model:

In order to test the second principal hypothesis, a simple linear regression model was estimated by the method of ordinary least squares in EViews 12, according to the formula: $Y = \beta_0 + \beta_1 X + \varepsilon$. The table presents the estimation output:

Table (10) Results of the estimation of the simple regression model of the effect of inclusive leadership on the effectiveness of anti-money laundering systems- Source: the table was prepared by the researchers on the basis of EViews 12 output.

Variable	Estimated coefficient	Standard error	t value	Significance
Constant (C)	1.6551	0.3568	4.638	0.0000
Inclusive leadership (X)	0.6583	0.0772	8.526	0.0000
Coefficient of determination R^2	0.4989	Adjusted R^2	0.4921	
Calculated F value	72.692	Prob (F)	0.0000	
Durbin-Watson	1.837	Standard error of the estimate	0.2255	
Akaike criterion (AIC)	-8.571	Schwarz criterion (SC)	-3.936	

The results of Table (10) reveal a positive and significant effect of inclusive leadership on the effectiveness of anti-money laundering systems, the calculated (F) value amounting to (72.692) at a significance level of (0.000), which is greater than its tabulated value and indicates the significance of the model as a whole. The regression coefficient amounted to ($\beta_1 = 0.658$), that is, an increase of one unit in the level of inclusive leadership leads to an increase of (0.658) units in the level of effectiveness of anti-money laundering systems, other factors remaining constant. The coefficient of determination ($R^2 = 0.499$), for its part, signifies that inclusive leadership explains (49.9%) of the variance occurring in the dependent variable, while the remaining proportion (50.1%) is attributable to other variables not encompassed by the model. The second principal hypothesis (H2) is thus accepted.

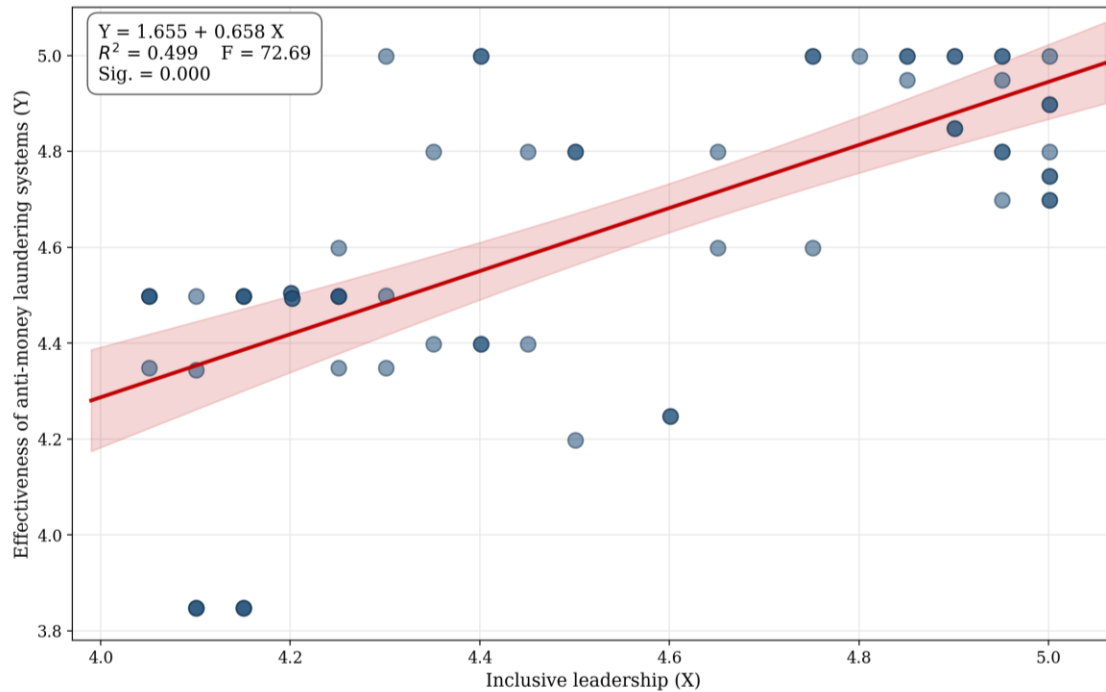


Figure (5) Simple regression line between inclusive leadership and the effectiveness of anti-money laundering systems

Figure (5) Source: prepared by the researchers on the basis of the statistical processing output (the shaded area represents the 95% confidence interval of the regression line).

2. The effect of the dimensions of inclusive leadership individually:

Table (11) Results of the estimation of the simple regression models of the effect of the dimensions of inclusive leadership on the dependent variable- Source: the table was prepared by the researchers on the basis of EViews 12 output.

Dimension	β_0	β_1	Standard error	t value	R ²	F value	Sig.	Decision
Openness (X1)	2.525	0.475	0.064	7.388	0.428	54.587	0.000	Accepted
Availability and accessibility (X2)	2.858	0.396	0.081	4.913	0.249	24.138	0.000	Accepted
Ease of access and communication (X3)	2.290	0.518	0.062	8.369	0.490	70.046	0.000	Accepted
Support for diversity and empowerment (X4)	3.055	0.353	0.083	4.237	0.197	17.953	0.000	Accepted

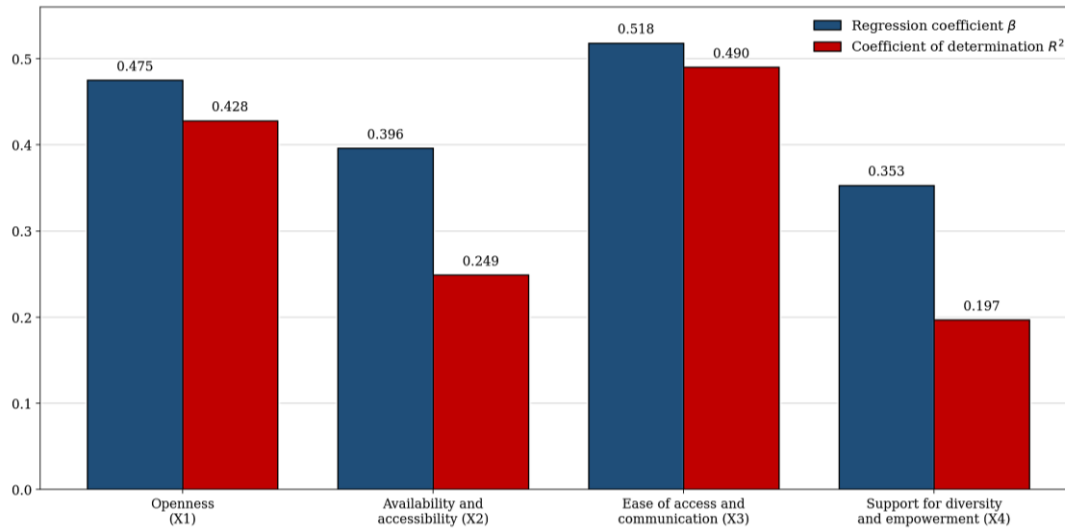


Figure (6) Coefficients of the effect of the inclusive leadership dimensions on the effectiveness of anti-money laundering systems

It is evident from Table (11) and Figure (6) that all four dimensions of inclusive leadership exert a significant effect on the effectiveness of anti-money laundering systems at the (0.01) level of significance, which requires the acceptance of all the subsidiary hypotheses emanating from the second principal hypothesis. The magnitude of the effect nevertheless varies markedly between the dimensions: the dimension of ease of access and communication takes the lead with a coefficient of determination of (0.490), followed by openness (0.428), then availability and accessibility (0.249), and finally support for diversity and empowerment (0.197). This indicates that the dimensions connected with the fluidity of communication and the safety of disclosure contribute more to strengthening the compliance system than do the dimensions connected with the delegation of authority and the management of diversity, which is consistent with the procedural nature of supervisory work, dependent as it is upon the flow of information before it depends upon the widening of authority.

3. The multiple regression model (testing H3):

Table (12) Results of the estimation of the multiple regression model of the effect of the dimensions of inclusive leadership taken jointly- Source: the table was prepared by the researchers on the basis of EViews 12 output.

Variable	Coefficient	Standard error	t value	Sig.	Standardised Beta	VIF	Tolerance
Constant (C)	1.8997	0.3477	5.464	0.0000	—	—	—
Openness (X1)	0.2608	0.0713	3.661	0.0005	0.359	1.596	0.627
Availability and accessibility (X2)	0.0161	0.0844	0.191	0.8491	0.020	1.868	0.535
Ease of access and communication (X3)	0.3847	0.1021	3.767	0.0003	0.520	3.155	0.317
Support for diversity and empowerment (X4)	-0.0550	0.0882	-0.624	0.5349	-0.069	2.042	0.490
R ² = 0.578 Adjusted R ² = 0.554 F = 23.952 Prob(F) = 0.000							

The multiple regression model displayed a high significance at the level of the model as a whole, the (F) value amounting to (23.952) at a significance level of (0.000), and the coefficient of determination rising to (0.578), that is, the dimensions of inclusive leadership taken jointly explain (57.8%) of the variance in the effectiveness of anti-money laundering systems, an increase of some (7.9) percentage points over the simple model. The third principal hypothesis (H3) is thus accepted. Examination of the partial coefficients nevertheless reveals that the dimensions of ease of access and communication ($\beta = 0.385$, Sig. = 0.0003) and openness ($\beta = 0.261$, Sig. = 0.0005) are alone in making a significant contribution in the presence of the other two dimensions, whereas the dimensions of availability and accessibility and of support for diversity and empowerment did not attain the adopted level of significance. This does not signify the absence of their effect, which was established as significant in the individual models; rather, it signifies that their effect overlaps with, and is absorbed into, that of the first two dimensions. The values of the variance inflation factor (VIF), which ranged between (1.596) and (3.155), and the tolerance values, all of which exceeded (0.10), confirm that the model is free of any severe multicollinearity problem, since none of them exceeded the adopted critical threshold of (10).

4. The effect of inclusive leadership on the dimensions of the dependent variable:

Table (13) Results of the estimation of the effect of inclusive leadership on each of the dimensions of the effectiveness of anti-money laundering systems- Source: the table was prepared by the researchers on the basis of EVIEWS 12 output.

Dependent dimension	β_0	β_1	Standard error	t value	R ²	F value	Sig.
Legislative framework and compliance (Y1)	1.351	0.727	0.084	8.661	0.507	75.017	0.000
KYC and customer due diligence (Y2)	1.057	0.798	0.116	6.887	0.394	47.424	0.000
Internal control and reporting (Y3)	2.050	0.575	0.124	4.652	0.229	21.642	0.000
Training, culture and technologies (Y4)	2.163	0.533	0.137	3.893	0.172	15.154	0.000

The results of Table (13) show that inclusive leadership exerts a significant effect on the dimensions of the dependent variable, although its strongest effect bears upon the dimension of the legislative framework and regulatory compliance ($R^2 = 0.507$), followed by the dimension of Know-Your-Customer and customer due diligence ($R^2 = 0.394$), while its effect declines in the dimensions of internal control and reporting (0.229) and of training, culture and technologies (0.172). This gradation may be explained by the fact that the former dimensions depend to a large degree upon leadership will and direct administrative commitment, whereas the latter dimensions are bound up with financial allocations, technical infrastructures and central training policies that lie beyond the scope of the leader's direct influence.

Seventh: Diagnostic Tests of the Regression Models:

In order to ensure the robustness of the results obtained and the validity of the statistical inference, a set of diagnostic tests was conducted on the simple regression model in EViews 12, and the following table presents their outcome:

Table (14) Results of the diagnostic tests of the regression model- Source: the table was prepared by the researchers on the basis of EViews 12 output.

Test	Purpose	Calculated value	Probability	Decision
Jarque–Bera	Normality of the residuals	3.010	0.222	Residuals are normally distributed
Durbin–Watson	First-order autocorrelation	1.837	—	No autocorrelation problem
Breusch–Pagan	Homoscedasticity of the error	9.734	0.0018	Heteroscedasticity present
White	Homoscedasticity of the error	10.626	0.0049	Heteroscedasticity present
Ramsey (RESET)	Correctness of model specification	2.607	0.1107	Model specification is sound

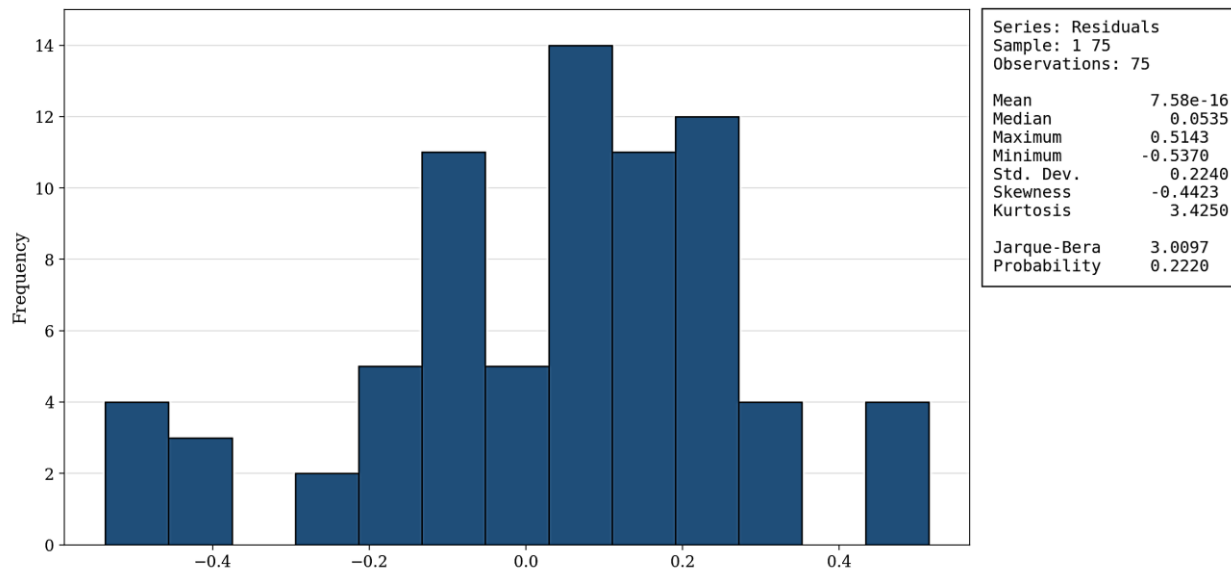


Figure (7) Jarque-Bera test of the normality of the regression residuals (EViews 12 output)

The results showed that the residuals of the model are normally distributed on the basis of the Jarque–Bera test (3.010) with a probability of (0.222), which is greater than (0.05); the Durbin–Watson value (1.837) likewise falls within the acceptable range surrounding the value (2), which negates the existence of autocorrelation in the errors. The Ramsey test proved non-significant (0.1107), confirming the soundness of the functional form of the model. The Breusch–Pagan and White tests, however, revealed the existence of a problem of heteroscedasticity of the error, a problem common in cross-sectional data derived from questionnaires. In order to treat its effect upon inference, the

model was re-estimated using White's robust standard errors, whereupon the robust standard error of the regression coefficient amounted to (0.0774) and the (t) value to (8.504) at a significance level of (0.0000), a result practically identical to the original.

Eighth: Testing the Hypotheses of Differences (H4):

In order to test the fourth principal hypothesis, the independent-samples (t) test was used to measure the differences according to the type of bank, and one-way analysis of variance to measure the differences according to the number of specialised training courses.

Table (15) Results of the (t) test of differences in the effectiveness of anti-money laundering systems according to the type of bank- Source: the table was prepared by the researchers from SPSS V.26 output (Welch's formula was adopted owing to the heterogeneity of variance).

Type of bank	N	Mean	Std. dev.	Levene's test (Sig.)	t value	Degrees of freedom	Sig.
State-owned	48	4.598	0.338	0.0023	-4.182	73.00	0.0001
Private	27	4.852	0.187				

The results show the existence of a statistically significant difference in the level of effectiveness of anti-money laundering systems according to the type of bank, in favour of the private banks, whose arithmetic mean amounted to (4.852) as against (4.598) for the state-owned banks, with a value of ($t = -4.182$) and a significance level of (0.0001). The effect size, measured by Cohen's coefficient, amounted to ($d = 0.865$), which is a large effect size. This result may be explained by the fact that the private banks operating in Iraq are subject to twofold compliance pressures arising from their need to maintain correspondent banking relationships with international financial institutions, which renders the cost of supervisory failure higher for them and drives them to tighten their procedures. As regards training courses, the one-way analysis of variance showed the absence of statistically significant differences, the value of ($F = 1.176$) at (2, 72) degrees of freedom and a significance level of (0.314). The fourth hypothesis is accordingly accepted in part: it is realised in respect of the variable of type of bank and is not realised in respect of the variable of training courses. This last result merits an analytical pause, for the non-appearance of differences according to training may not signify the absence of the importance of training so much as it may signify that the existing training programmes are of a formal character that is not reflected in actual practice, which is consistent with the fact that the dimension of training, organisational culture and technologies occupied the last rank among the dimensions of the dependent variable.

Ninth: Summary of the Results of Hypothesis Testing:

Table (16) Summary of the results of the testing of the research hypotheses- Source: prepared by the researchers on the basis of the results of the statistical analysis.

Hypothesis	Statistical indicator	Value	Sig.	Decision
H1: correlation between X and Y	Pearson's r	0.706	0.000	Accepted
H1a: X1 with Y	Pearson's r	0.654	0.000	Accepted
H1b: X2 with Y	Pearson's r	0.498	0.000	Accepted
H1c: X3 with Y	Pearson's r	0.700	0.000	Accepted
H1d: X4 with Y	Pearson's r	0.444	0.000	Accepted
H2: effect of X on Y	F and R ²	72.692 / 0.499	0.000	Accepted
H2a: effect of X1 on Y	F and R ²	54.587 / 0.428	0.000	Accepted
H2b: effect of X2 on Y	F and R ²	24.138 / 0.249	0.000	Accepted
H2c: effect of X3 on Y	F and R ²	70.046 / 0.490	0.000	Accepted
H2d: effect of X4 on Y	F and R ²	17.953 / 0.197	0.000	Accepted
H3: effect of the dimensions jointly	F and R ²	23.952 / 0.578	0.000	Accepted
H4: differences by type of bank	t test	-4.182	0.0001	Accepted
H4: differences by training courses	ANOVA F	1.176	0.314	Rejected

Section Four: Conclusions and Recommendations

First: Conclusions:

The statistical analysis of the research data gave rise to a set of conclusions, which may be summarised as follows:

1. The administrative leaders in the surveyed Iraqi commercial banks practise inclusive leadership behaviours at a very high level (arithmetic mean 4.609 and relative importance 92.19%), and the anti-money laundering systems in those banks likewise enjoy a very high evaluation on the part of these leaders (4.689 and 93.79%). A rigorous interpretation requires that this elevation be treated with methodological caution, since it may embody an effect of social desirability bias, given that the respondents are evaluating their own practices and those of their banks.
2. There exists a strong, significant and positive correlation between inclusive leadership and the effectiveness of anti-money laundering systems, amounting to (0.706), which confirms that the behavioural leadership dimension is not a marginal factor in the compliance system but rather an intrinsic component of it.
3. Inclusive leadership explains about half of the variance occurring in the effectiveness of anti-money laundering systems (49.9%), and this proportion rises to (57.8%) when its four dimensions are entered jointly into the model, an explanatory proportion that is high by comparison with similar research in organisational behaviour.
4. The dimension of ease of access and communication is the strongest of the dimensions of inclusive leadership in its effect on the dependent variable, followed by the dimension of openness, which

makes it probable that psychological safety and the fluidity of reporting channels represent the principal explanatory channel through which the effects of leadership inclusiveness are transmitted to the supervisory system.

5. The dimension of openness, particularly in that part of it relating to the encouragement of employees to put forward points of view differing from that of the leader without fear of penalty, represents the weakest link of inclusive practice, having recorded the lowest arithmetic mean and the highest coefficient of variation among the items of the independent variable.
6. The proportion of leaders who have received no specialised training course in anti-money laundering (44.0%) constitutes a genuine organisational risk indicator, particularly since the dimension of training, organisational culture and technologies came in last rank among the dimensions of the dependent variable.

Second: Recommendations:

1. The inclusion of inclusive leadership behaviours within the criteria for the selection of banking leaders and the evaluation of their performance, and the incorporation of measurable indicators relating to openness, accessibility and the safety of disclosure within administrative performance scorecards.
2. The construction of secure internal reporting channels independent of the direct administrative hierarchy, supported by a written policy for the protection of whistle-blowers guaranteeing that they will not be exposed to any retaliatory measure, given that this aspect in particular is the most strongly associated with the effectiveness of the system according to the results of the research.
3. The treatment of the relative weakness in the dimension of openness through the entrenchment of institutional mechanisms for the critical review of administrative decisions, such as regular open review sessions and mechanisms for the documented dissenting opinion in the meetings of units.
4. The redesign of training programmes in the field of anti-money laundering so as to move from a formal introductory character to an applied character founded upon case studies and simulation, making them compulsory and periodic for all occupants of leadership positions and linking their completion to occupational promotion.
5. Directing the supervisory authority to strengthen the capacities of state-owned banks in particular in the field of compliance, and to narrow the existing gap between them and the private banks, while benefiting from the practices of the latter arising from the requirements of international correspondent banking.

Third: Limitations of the Research and Horizons of Future Research:

The research acknowledges a number of constraints that ought to be taken into account when generalising its results. The sample size (75 respondents), although sufficient for conducting the analyses adopted, remains limited by comparison with the size of the population of banking leaders

in Iraq. Reliance upon a single self-reported data source, moreover, opened the possibility of common-source bias, which partly explains the general elevation in the levels of response. Added to this is the cross-sectional character of the research design, which limits the possibility of asserting a causal relationship between the two variables.

On the basis of the foregoing, the researchers recommend that subsequent research adopt longitudinal or multi-source designs combining the evaluation of leaders, the evaluation of front-line employees and objective performance indicators (such as the number of suspicious transaction reports referred and the proportions of violations detected), as well as testing potential mediating variables such as psychological safety and organisational voice, and moderating variables such as the type of bank ownership and the degree of exposure to international correspondent banking.

Sources and References

First: Arabic Sources:

1. Central Bank of Iraq. (2015). Anti-Money Laundering and Counter-Terrorist Financing Law No. (39) of 2015. Republic of Iraq. <https://cbi.iq/static/uploads/up/file-158270638981480.pdf> [in Arabic]
2. Hussein, Israa Tariq. (2025). The role of inclusive leadership in organisational favouritism: An exploratory study of the opinions of a sample of employees at the General Directorate of Education of Nineveh. *Journal of Business Economics for Applied Research*, 7(1), 1412–1428. <https://uofbejar.net/index.php/new/article/view/488> [in Arabic]
3. Abdul-Amir, Haider. (2026). The effect of inclusive leadership on achieving strategic cohesion [unpublished higher diploma dissertation]. College of Administration and Economics, University of Diyala. <https://library.uodiyala.edu.iq> [in Arabic]
4. Abdullah, Majeed Hameed. (2022). The role of inclusive leadership behaviours in enhancing organisational resilience: The mediating role of the interlocking waves strategy [unpublished doctoral dissertation]. College of Administration and Economics, Tikrit University. <https://tu.edu.iq> [in Arabic]
5. Mohammed Saeed, Media Aras, & Fattah, Ava Omar. (2023). The role of inclusive leadership in retaining talented employees: An analytical study of the opinions of a sample of employees of telecommunications companies in Iraq. *Koya University Journal of Humanities and Social Sciences*, 6(2), 192–209. <https://doi.org/10.14500/kujhss.v6n2y2023.pp192-209> [in Arabic]
6. Anti-Money Laundering and Counter-Terrorist Financing Office. (2024). The legal framework and the instructions in force. Republic of Iraq. <https://aml.iq> [in Arabic]

Second: Foreign Sources:

1. Antwi, S., Tetteh, A. B., Armah, P., & Dankwah, E. O. (2023). Anti-money laundering measures and financial sector development: Empirical evidence from Africa. *Cogent Economics & Finance*, 11(1), 2209957. <https://doi.org/10.1080/23322039.2023.2209957>
2. Aslan, H., Mert, I. S., & Şen, C. (2021). The effect of inclusive leadership on work engagement: An empirical study from Turkey. *The Journal of Asian Finance, Economics and Business*, 8(11), 169–178. <https://doi.org/10.13106/jafeb.2021.vol8.no11.0169>
3. Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, 22(3), 250–260. <https://doi.org/10.1080/10400419.2010.504654>
4. Choi, S. B., Tran, T. B. H., & Park, B. I. (2015). Inclusive leadership and work engagement: Mediating roles of affective organizational commitment and creativity. *Social Behavior and Personality*, 43(6), 931–943. <https://doi.org/10.2224/sbp.2015.43.6.931>
5. Financial Action Task Force. (2023). International standards on combating money laundering and the financing of terrorism & proliferation: The FATF recommendations. FATF. <https://www.fatf-gafi.org/en/publications/Fatfrecommendations/Fatf-recommendations.html>
6. Hollander, E. P. (2012). Inclusive leadership: The essential leader-follower relationship. Routledge. <https://doi.org/10.4324/9780203809914>
7. Korkmaz, A. V., van Engen, M. L., Knappert, L., & Schalk, R. (2022). About and beyond leading uniqueness and belongingness: A systematic review of inclusive leadership research. *Human Resource Management Review*, 32(4), 100894. <https://doi.org/10.1016/j.hrmr.2022.100894>
8. Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *Journal of Organizational Behavior*, 27(7), 941–966. <https://doi.org/10.1002/job.413>
9. Nishii, L. H. (2013). The benefits of climate for inclusion for gender-diverse groups. *Academy of Management Journal*, 56(6), 1754–1774. <https://doi.org/10.5465/amj.2009.0823>
10. Ofoeda, I., Agbloyor, E. K., Abor, J. Y., & Osei, K. A. (2022). Anti-money laundering regulations and financial sector development. *International Journal of Finance & Economics*, 27(4), 4085–4104. <https://doi.org/10.1002/ijfe.2360>
11. Ofoeda, I., Tuffour, J. K., & Nketia, E. A. (2023). The impact of anti-money laundering regulations on inclusive finance: Evidence from Sub-Saharan Africa. *Cogent Economics & Finance*, 11(2), 2235821. <https://doi.org/10.1080/23322039.2023.2235821>

12. Pol, R. F. (2020). Anti-money laundering: The world's least effective policy experiment? Together, we can fix it. *Policy Design and Practice*, 3(1), 73–94. <https://doi.org/10.1080/25741292.2020.1725366>
13. Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness.
14. Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model, *Human Resource Management Review*, 28(2), 190–203. <https://doi.org/10.1016/j.hrmr.2017.07.002>
15. Roberson, Q., & Perry, J. L. (2022). Inclusive leadership in thought and action: A thematic analysis. *Group & Organization Management*, 47(4), 755–778. <https://doi.org/10.1177/10596011211013161>
16. Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), 176–189. <https://doi.org/10.1016/j.hrmr.2017.07.003>
17. Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Ehrhart, K. H., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, 37(4), 1262–1289. <https://doi.org/10.1177/0149206310385943>
18. Thommandru, A., & Chakka, B. (2023). Recalibrating the banking sector with blockchain technology for effective anti-money laundering compliances by banks. *Sustainable Futures*, 5, 100107. <https://doi.org/10.1016/j.sftr.2023.100107>
19. Turki, M., Hamdan, A., Cummings, R. T., Sarea, A., Karolak, M., & Anasweh, M. (2020). The regulatory technology "RegTech" and money laundering prevention in Islamic and conventional banking industry. *Heliyon*, 6(10), e04949. <https://doi.org/10.1016/j.heliyon.2020.e04949>
20. Zeng, H., Zhao, L., & Zhao, Y. (2020). Inclusive leadership and taking-charge behavior: Roles of psychological safety and thriving at work. *Frontiers in Psychology*, 11, 62. <https://doi.org/10.3389/fpsyg.2020.00062>