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# Impact of Inclusive Leadership on Project Success, Testing of a Model in Projects

by

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degree of Master of Science

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*I want to dedicate this work to my family.*



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## *Abstract*

This study aimed to find out the impact of Inclusive Leadership on Project Success with mediating mechanism of Innovative Work Behavior and interacting effect of subordinate Knowledge Sharing, Leader member exchange theory was used for this relationship because it focuses on leader member relationship, high quality leader member relationship improves team performance, individual job performance, enhance project commitment and develop creativity. Study was conducted on different project based organizations. Sample size of the study is 313. Results provide empirical evidence on the significant impact of inclusive leadership on project success with mediating mechanism of innovative work behavior and we found out that knowledge sharing isnt associated as a moderator between inclusive leadership and innovative work behavior.

**Keywords:** Inclusive leadership (IL); knowledge sharing (KS); project success (PS); innovative work behavior (IWB).

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# Chapter 1

## Introduction

### 1.1 Background of the Study

Projects are the main elements of the today's world. The organizations are turning into project based organizations from traditional operational organizations but the procedures and the methods to lead the project toward success are still unknown. One of those unsolved methods is leading the members of the project based organization toward success. Leadership is an important element of the success of the projects. For many years leadership is being considered as the main element to motivate employees to be creative and innovative (Crant, 2000; Hollander, 2009). It is seen that the value creation teams in the projects lead to success.

Value creation in teams is formed by creativity and decision making quality it is possible by inclusive approach (Lee-Kelley & Sankey, 2008). Leaders are seen to be affecting employees' creativity (Mumford & Hunter, 2005). Leaders anticipate innovative behavior among employees by giving them full opportunity to share and discuss ideas and do the work as they think it should be done (Carmeli, Reiter-Palmon & Ziv, 2010).

The leadership style of the manager is considered to be success of the project (Turner & Miller, 2005). So the leadership style of the manager should help employees to polish their creativity for innovation. Among other important factors inclusive leadership came out to be the main element to motivate the innovative

work behavior among the employees (Bindl & Parker, 2010; Shore et.al 2011). Inclusive leadership tries to provoke such qualities in the employees which let employees to perform their work activities on their own. Inclusive leadership creates a sense of empowerment among the employees (Nishii & Mayer, 2009).

Inclusive leaders provide ideas and vision to the employees so that they understand the demands of the organization and share their own ideas and ways to perform work. Inclusive leadership plays much important role to induce such behavior (Pless & Maak, 2004; Piccolo, Greebaum, Hartog, & Folger, 2010; Walumbwa, Cropanzano, & Goldman, 2011; Bilimoria, 2012). They also produce a sense of emotional support and trustworthiness due to unbiased decisions. (Nemhard & Edmondson, 2006; Ryan, 2006; Hollander, 2012). All these prospects of inclusive leadership produce innovative work behavior and affect the performance.

Knowledge is another important aspect which is seen to be impacting the performance in relation with empowering the leadership. Behavior of the leader plays a very important role (Srivastava, Bartol & Locke, 2006). The impact of knowledge on leadership among many different kinds of leadership styles is evidenced by many researches. Another research provides empirical evidence on the relationship between knowledge sharing and leadership through creativity and team knowledge (Dong, Barto, Zhang & Li, 2017).

It creates a sense of positivity and optimistic emotions to perform their work in creative and innovative ways by encouraging them to try and explore new things (Hollander, 2009).The features and the functionality of the project are defined by the stakeholders. However, project managers are responsible to meet these functionalities and complete the project within the project timelines. Project managers are also responsible to keep the project within budget (Ramazani & Jergeas, 2015).

Inclusive leadership empowers employees to take risk to perform their work by innovative work behavior. And the main vision and directions to perform the work are passed on to the employees by the leadership. A leader should understand the globally changing environment and its demands of knowledge intensive

environment and should inculcate systems of knowledge (Millar, Chen & Waller, 2017).

In this study we will provide empirical evidence about how Inclusive leadership affects the performance of the project which is an understudied topic in the previous literature. In this relationship Innovative work behavior will be studied as a mediator. All three areas which would be covered in this research paper need empirical evidence to add a novel contribution toward the project success.

## 1.2 Gap Analysis

Inclusive leadership is relatively a new topic in the field of research. Its relatively an understudied field as compared to the other fields of the leadership. Though its impact on organization has been studied (Javed, Naqvi, Arjoon & Tayyeb, 2017). According to the latest researches its impact on the organization is studied but its impact on the project success has not been studied yet.

Plethora of studies identified numerous critical success factors which positively enhance the project success. Among all predictors, leadership role of project manager is more prominent for project success (Badewi, 2016; Tabassi et al., 2016; Banihashemi, Hosseini, Golizadeh & Sankaran, 2017). Following importance of leadership for project success, some researchers examined the effect of leadership via different leadership styles on project success (Aga, Noorderhaven & Vallejo, 2016).

However, leaders behave differently in different situations and with different kinds of employees, which shows that leaders do not adapt to any one kind of style to deal the workforce diversity (Nishii & Mayer, 2009; Shore et al., 2011). In this regard, the more collectivist approach to leadership style is leaders inclusive leadership style where leaders make it sure the inclusion of everyone at workplace (Carmeli, Palmon, & Ziv, 2010). Leader with the inclusive style emphasize on a belief that every one matters, therefore working with people not to people (Javed, Naqvi, Khan, Arjoon & Tayyab, 2017).

Particular leaders inclusive approach to make an invitation and appreciation of others contribution (Salib, 2014) which is the most important critical success factor. However, the project success and inclusive leadership relationship has found limited attention. Although, the project success and the inclusive leadership are directly related but there are various other mechanisms which intervene in the process view of inclusive leadership for project success. Consequently, there is need to inspect the mediated mechanisms through which inclusive leadership enhance project success. More recently, Javed et al. (2017) and Choi, Tran and Park (2015) highlighted the needs to inspect the role of mediated mechanisms in connection to the work and inclusive leadership which is related to outcomes like project success. Thus, more efforts are required to explore and understand the ways through which inclusive leadership effect project success. It is found that prior studies paid limited attention in the influence process view of inclusive leadership for project success through mediating roles of job engagement and person job fit.

Inclusive leadership directly invite employees to take their view point, which shows that leaders value the inclusion of employees (Shore et al., 2011) in the work setting with high identity and belongingness (Salib, 2014). Ultimately, employees who see their workplace inclusion, perceived that they are valued by their leader (Nishii & Mayer, 2009), consequently they show active involvement at work both psychically as well as psychologically which shows their job engagement at work (Choi et al., 2015).

Furthermore, employees with active work engagement, successfully completed the project activities which promote the project success. Another way through which inclusive leadership effect project success is through person job fit. Inclusive leader stresses openness to cautious work related challenges faced by the employees (Choi et al., 2015), therefore eliminates the indistinctness in work roles of the employees (Thomas & Lankau, 2009). Moreover, inclusive leader initiates a supportive work context (Hollander, 2012), which promotes the employees belief of fit with the job (Choi et al., 2016).

In addition, employees with person job fit, put maximum effort to achieve the desired job related objectives efficiently (Chinomona, Dhurup & Chinomona, 2013; Tims, Derks & Bakker, 2016; Boon & Biron, 2016), subsequently person job fit exposed of inclusive leadership enhance the project success. To my knowledge, no study has theoretically and empirically examined the indirect effects of inclusive leadership on project success with reference to the innovative work behavior and knowledge sharing.

The impact of innovative work behavior as a mediator in this relationship is not studied before as the researcher himself calls for some other mediators in this relation. On the other hand impact of knowledge sharing as a moderator has not been studied yet in this relationship. As the latest study only highlights the impact of knowledge sharing on leadership (Dong, Barto, Zhang & Li, 2017) but, it is not studied between this relationship i.e. impact of inclusive leadership on project success.

So this study will be unique of its kind in a sense that impact of inclusive leadership on project success is novel and the mediator and moderator in this relationship are not studied before. So this research would be totally novel covering all the new aspects and directions of the study because there is no such previous research Aycan et al. (2000) investigated that if we compare Pakistan by ten other countries it is concluded that it is an under research country as compared to the other 9 and to study the different contexts it calls for more research and investigation which are even already studied.

So there is need for conducting more studies on the antecedent and consequences of project success in Pakistani context plus it would also be a worldwide contribution as there is no such study covering the variables investigated in this research paper.

### **1.3 Problem Statement**

Leadership plays a very important role to enhance the performance of employees and success. Different aspects of leadership are being studied from time to time. The emerging kind of leadership is inclusive leadership. Inclusive leadership is an

under studied area. The purpose of this study is to examine inclusive leadership as a predictor of innovative work behavior impacting project success in return. Though, studies show that leadership plays a remarkable function to boost employees Innovative work behavior but still there are few studies found between these relationships. Leaders inclusive behavior is the key element to encourage employees to perform work with creativity.

One of the unique ways by which leaders support employees innovative work behavior is the quality relation with employees. How the innovation behavior leads to the success of the project through inclusive leadership is still understudied. Importance of knowledge sharing has been recognized many times in different relationships but its importance in regard with the inclusive leadership is unexamined.

How knowledge sharing impacts the innovative work behavior in an employee? More specifically, we call attention to a distinctive model of relational leadership which is recognized as inclusive leadership, since there has been inadequate consideration on the relationship between Inclusive leadership and project success. Our findings will suggest whether inclusive leadership impacts the success of project and what is the role of innovative work behavior between such relationships.

## **1.4 Research Questions**

On the basis of the stated problems, the present study is indented to find answers for some questions.

Brief summary of the questions are as follows;

### **1.4.1 Question 1**

Is there any impact of Inclusive Leadership toward the Success of the Project?

### **1.4.2 Question 2**

Is there any impact of Innovative Behavior toward Project Success?

### **1.4.3 Question 3**

How productivity of the scenario will be varied with the presence of Knowledge Sharing?

### **1.4.4 Question 4**

To what extent knowledge sharing moderates the relationship between inclusive leadership and innovative work behavior.

## **1.5 Research Objectives**

The precise objectives of the study are stated below;

1. To explore the relationship between the organizations in Inclusive Leadership and then Project Success. Success.
2. To explore the relationship between Innovative Behavior and Project Success.
3. To examine the moderating effect of Knowledge Sharing on the relationship of Project Success and Innovative Behavior.
4. Knowledge sharing moderates the relationship between inclusive leadership and innovative work behavior.

## **1.6 Significance of the Study**

Leader is the most fundamental figure in the organization he not only leads the project but he also deals with the individuals at grass root level. From years

the importance of leaders is being studied. We look at the leaders importance in different ways including its transformation role, knowledge leader, exchange etc. But little attention is found to be given on the leader who plays a role as an inclusive member of the organization so this study will give us a unique picture of a leader.

It will basically highlight the importance of inclusive leader. Now what if we get to know that inclusive leader is very much important for an organization. This shows that when we want to hire a leader who is the main figure of any project so based on this study we should hire a leader who has such brilliant capabilities of being inclusive, because its not easy for the leaders to be inclusive.

This study tells the impact of inclusive leader on innovation work behavior and how it is helped by the knowledge sharing procedure. So by this study the inclusive leader would be clear that how he has to look for the things and how he should define the procedures of knowledge sharing without any biased decision.

It highlights the importance of an inclusive leader and how it affects the success of the project. This study not only adds theoretical aspects but it also adds on the managerial implications. By this we not only determine the important factor for the success of the project but it also gives a clear idea about the accelerating importance of being inclusive. Leader gets a clear picture of how his inclusiveness will drive the employees to be innovative.

Leadership is most important skill which leads to a project success. Leaders lead a project towards success by performing efficiently and by giving a clear vision. Leaders adopt different styles to lead towards the project success for improving the chances of a project to succeed leadership is a purposeful factor. A leader should use different leadership styles according to situation. In order to achieve project success, he should use behavioral leadership approach while interacting with their subordinates.

They work creatively and they treat their subordinates fairly and uniquely. Leaders are committed; they focus on the growth and wellbeing of their subordinates which definitely leads to project success. Leaders make work pleasant for the

workers by showing concern to them. Leaders transform according to the situation. They work with participative to achieve project success. Project success has a strong relationship with leadership. For project success we need to create an inclusive culture. Leadership traits are foundational to inclusive leadership. In the development of nation research plays an important role. We need to develop research culture in Pakistan so this is a little effort for the success of Pakistani and other projects being carried out in the world.

If he will welcome their idea they will feel confident about their ideas and this will only happen if they will share this knowledge. This study is more important to those projects which are exclusive and they welcome and run with invention and innovation of new ideas. There are many critical and complicated projects which need creativity and innovation. So if the nature of the leader will be more inclusive it will welcome innovation and project will lead to success.

Thirdly it is very important for Pakistani project based organizations. As Pakistani is an under studied country so this will help the Pakistans projects as well that how they can be enhanced and improved as recently there are many projects which are being launched in Pakistan so this is going to be a significant study in that perspective as well.

## **1.7 Supporting Theory**

The best fit to this research model is Leader-Member Exchange Theory which covers all the variables studied in this research paper.

### **1.7.1 Leader-Member Exchange Theory**

According to this theory it is considered to understand the organizational relationships, systems and the things which make the difference in any aspect. It not only includes the relationship of the leader with the subordinates but the role a leader plays to configure and figure out the capabilities of the employees. It emphasizes on the importance that leader can influence the relationship to be of high and low

quality. When he creates high quality relationships they turn out to be productive and supportive to achieve the end results by becoming responsible. Similarly if they are seen to work in a group they produce beneficial outcomes (Kacmar, Witt, Zivnuska, & Gully, 2003; Liden et al., 2006).

In quality relationship, employees experience beneficial resources like task related sources and challenges tasks, and these availability of resources motivate employees to perform efficiently (De Jong & Hartog, 2007) to perform better they will try to innovate which enhances the project success. Inclusive leadership, initiates a quality relationship with employees, via working with employees, not to employees (Nembhard & Edmondson, 2006). Inclusive leadership with attributes like openness, accessibility and availability motivate employees to successfully perform the desired expected performance (Shore et al., 2011) and leader with these characteristics create a supportive social context, where employees show more job engagement and find more job fit which engender the project success. How leaders maintain their position through implicit exchange agreement with their members is defined through the LMX theory which is Leader member exchange theory and the vertical Dyad Linkage Theory as well. Numerous researchers used LMX theory in order to theorize the relationship between inclusive leadership and job outcomes both directly and indirectly through mediated mechanisms (Nishii & Mayer, 2009; Choi et al., 2016; Javed et al., 2017).

Job satisfaction can be accelerated by high quality relationships between employees and their leader (Janssen & Van Yperen, 2004; Schriesheim, Neider, & Scandura, 1998). Organizational commitment (Eisenberger et al., 2010) it leads to boosting up the energy of the employees to act more innovative toward the project (Atwater & Carmelli, 2009), and organizational commitment (Dwivedula, Bredillet, & Miller, 2016), creativity and innovative behavior can enhance the chances of the project to be successful one.

It results in success with novelty and high gain in the market (Han, Chae, Macko, Park, & Beyerlein, 2017). Based on Leader-Member Exchange Theory (SET; Blau 1964) whenever high quality leader member relationship exist and subordinate trust their supervisor (project manager) than this relationship is maintain in long

term with the knowledge sharing, as subordinate trust in supervisor is moderator in this relationship.

This study aim is to find out the impact of Inclusive Leadership on Project Success with mediating mechanism Innovative Behavior and interacting effect subordinate Knowledge Sharing, for this relationship we used Leader-Member Exchange Theory framework because Leader-Member Exchange Theory focus on leader member relationship, high quality leader member relationship improves team performance, individual job performance, enhance organization commitment and develop creativity, to maintain this relationship outcomes in long run we need Knowledge Sharing in result it and subordinates trust in project success which is strengthening the relationship.

## **1.8 Structure of the Thesis**

This thesis consists of the following chapters

Chapter 1 consists of the extensive area of this study; it has discussed the background, research gap, research question, research objective, significance of this study and the supporting theory of this research.

Chapter 2 gives a detail insight into the literature of all variables. It also consists of the detail regarding proposed conceptual framework and it also include hypothesis development of this study.

Chapter 3 includes discussion on sample and procedures used for data collection, scales used for the measurement of different variables and statistical processes used for processing the collected data.

Chapter 4 discusses the study results and which hypothesis was accepted and which one was rejected.

Chapter 5 consists of discussion on findings, theoretical and practical implication of the study, strength and limitations, and future suggestions for research.

Appendix consists of the research questions which were used to study the proposed variables.

# Chapter 2

## Literature Review

### 2.1 Inclusive Leadership and Innovative Work Behavior

Inclusive leader is the one who is available to the subordinates and is understandable to the employees with ease of access. Who confronts, communicates, connects and exchanges ideas with the adherents (Carmeli, Reiter-Palmon, & Ziv, 2010: 250). Inclusive leader involve others in their discussions and takes decisions with cooperation and interactions. All the decisions and voices raised are in accordance with the creative adherences with the employees (Edmondson, Kramer, & Cook, 2004; Nembhard & Edmondson, 2006).

As a consequence, employees who were accessed and provide an opportunity to make decisions feel a sense of openness to speak about their thoughts and promotions which is a kind of innovative work behavior. (Dorenbosch, Engen, & Verhagen, 2005). So it is affirmed that inclusive leadership emphasizes innovative work behavior. Similarly De Jong highlights Innovative work behavior which ignites and institutes productive ideas, products and processes to perform within a single work role, in a team or in an organization.

These new kind of thoughts emerging in the work setting are totally new and innovative from the conventional things going on previously in the organization.

So, to actually implement these new ideas and thoughts employees need such environment and work setting which appreciates such work (De Jong & Den Hartog, 2010). And these kind of work environment can only be generated by the right kind of leader who can create a spark in the employees to speak about their ideas and implement in the organization and a manager and leader who could support such organizational environment which welcomes change. Leader is the main element to for such work environment.

It is evidenced that leaders which support such organizational behavior create innovative work behavior (Amabile, 1996; Scott & Bruce, 1998; Amabile, Schatzel, Moneta, & Kramer, 2004; De Jong & Den Hartog, 2008). Beside this it is also seen that leaders who came up to be inclusive leaders promoted fairness among all employees (Hollander, 2012).

Consequently when the employee knows that his work will be appreciated and he will get a reward of whatever he is doing it creates a trait among the individual i.e innovative work behaviour (Basu & Green, 1997; Janssen, 2000; Janssen & Van Yperen, 2004; Reuvers, Engen, Vinkenbug, & Wilson-Evered, 2008; Sanders, Moorkamp, Torka, Groeneveld, & Groeneveld, 2010).

Inclusive leaders never work to people they get indulge in them and work with them and available to them whenever needed (Ryan, 2006; Janakiraman, 2011). Keeping in mind the organizational structure, employees are trained and equipped for tasks and only have to set time to achieve them tasks that are given to them. Some pointless intrusion is more likely to endanger the task or demoralize the employee skill, attention and self-belief with view to completing the task. Likewise, a secure association with supervisor might weaken one's self-belief, attention, and skills in view with a aim motivation and journeying (and wakens her/his satisfaction of task motivation and examination) by needless interfere.

It helps employees to not just be thoughtful about new ways and techniques but also promotes a sense to implement those new creations (Basu & Green, 1997; Carmeli, Reiter-Palmon, & Ziv, 2010; Sanders et al., 2010; Altunolu & Grel, 2015).

Hence high empowerment is created that encourages creating the innovative ideas and implementing them by inclusive leadership to gain benefits which are highly practical to be implemented for a project (De Spiegelaere, Gyes, & Hootegem, 2012; De Spiegelaere, Gyes, Vandekerckhove, & Hootegem, 2012; De Spiegelaere, Gyes, Witte, Niesen, & Hootegem, 2014).

Leader is seen to be a central figure to handle all the matters of the project so he has to be super brilliant and fast to carry out the work in a right way this is how things work. If he sits with the employees and discusses the best outcomes then this becomes pretty good and automatically things improve whether we talk in sense or productivity innovation or work behaviors so it is necessary that the leader should be inclusive who sets non biased decisions after discussing it with his employees to come out with something best for the project. Inclusive leaders show such concerns which give a feeling of acceptance to the employees regarding their innovations and feeling (Carmeli, Reiter-Palmon, & Ziv, 2010; Choi, Tran, & Park, 2015).

Inclusive leaders support employees emotionally and show them such behavior which really depicts that the individuals will be treated without biasness by creating a sense of trustworthiness (Nemhard & Edmondson, 2006; Ryan, 2006; Hollander, 2012). By doing all this employees get confidence to show their innovative work behavior (Gumusluoglu & Ilsev, 2009; Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009; Tu & Lu, 2013; Choi, Tran, & Park, 2015).

Leaders take the responsibility of the results in order to give employees confidence to apply their creations and ideas (Hollander, 2012) so employees know that even if their ideas will fail they have a shield to protect them by taking responsibility so employees tend to be more innovative. This shows that inclusive leadership creates innovative work behavior from this it is hypothesized that

Therefore, we hypothesize that:

$H_1$  : Inclusive leadership is positively related to innovative work behavior.

## 2.2 Inclusive Leadership and Project Success

Leadership is required to cultivate quality of work and the need to meet employers requirements at all levels within the organization (Anvari, 2014). Leadership in organizations matters (O'Reilly et al., 2010). Inclusive Leadership ensures the appropriate kind of leadership (Kezar and Lester, 2010) that allows us to work towards the social justice. This is the most important form of leadership where employees feel a sense that he can take risks and he can do work in his own way to create something new and unique.

There can be various hindrances which can make the phenomena of Inclusive Leadership tough (Ryan, 2007). Inclusive leadership isnt easy in a sense that there can be some wrong decisions as well which can be counterproductive for the organization. So leader should keep all the aspects in mind that when he has to give leverage to some employee and when he has to appreciate for an employee working on a project.

The obstacles can be of the following type (a) the managerial approaches exercised (b) policies of the organizations Inclusive Leadership can ensure improved performance, enhanced innovation (Carmeli, Palmon, & Ziv, 2010) as well as it can help to retain people with creative minds (Hunt, Layton, & Prince, 2015). Leader should retain creative minds by giving them awards and appreciation. This is how things become good for the project. Inclusive leader acts as a best platform for the employees who have some potential and the ones who can do something great for the organization.

While introducing an inclusive culture (Mujtaba, 2013). If an individual is innovative and he comes up with the new ideas but he dont gets appreciation and the kind of setting he requires he wont stay in that organization for long he will take no time to switch the organization because talent requires appreciation and settings to perform his skills to work better to perform better. So those contextual settings should be provided by the leader without any biased decisions and by listening to the employees.

An Inclusive Leader is the role model for setting new trends in inclusive behavior, listens to and seeks out of the views of variety of people and takes account of these view, without bias, in the decision they make, they appreciate the subordinates for their vision and participation (Groysberg & Slind, 2012). There can be many different rewards that you can give to your employees among them the most basic simple and easy is appreciation. If you simply appreciate your employees they happily follow your instructions and become involve in their work to produce best out of few resources. A few words of appreciation evoke a feeling that they can work properly and in new ways to get more appreciation. This way getting involved in work they become innovative.

Inclusive leaders create more diverse and creative workplaces where employees feel connected to and supportive of one another (Javed, Naqvi, Khan, Arjoon & Tayyeb, 2017). The team members may have differences in terms of knowledge or they may have different values. The project leaders have the ability to leverage the differences of members and to carefully manage the conflicts between groups hence improving the employees performance.

The task becomes even harder for the project- oriented organizations where the resources are unlimited but the nature of the employment is usually temporary, contract-based. The employees have to be motivated to maintain the quality of the organization (Dwivedula, Bredillet & Mller, 2016). To create a productive work environment, limiting to policies and structural changes doesnt suffice, leader must also foster and environment that promotes inclusiveness and pushes the individual to reach their fullest potential.

Leadership is a kernel for promotion of goals and missions of an organization (Jackson, 2016). Leader provides the exact highlights to the employees related to the work required by the employees if the employee is not himself clear he cant update his employee with the clear figure required by the project. He sets every action of his to achieve the organizational goal. Every contextual setting, things to perform and procedures should be done according to the leader who is carrying out the project so that employees could come up with the exact thing in an innovative way required by the project.

Organizations are benefitted by its leaders (Scanlan & Johnson, 2015), through innovations, diverse talent and getting the best result for their organization. There are many examples of the leaders where leaders act as an iconic symbol for the rest of the team. He tries to figure the best talent among his team so that the best individual should be placed at the best place so that they can do their work perfectly, Because leader is the person who will be responsible for the work done by individuals to do their work, and the work of other individuals working under him as a team.

A leader who is a good listener creates trust amongst its team member, giving them the surety that he or she cares about them (Lloyd, Boer & Voelpel, 2015). It has been concluded by researchers that listening is a key management skill, listening is critical to include and investigate in wider framework of leadership theory. If the leader will not pay attention on the problems of the individuals and if he wont listen to them then it is obvious that employees will work with those problems resulting in more problems and counter production. A successful leader is the one who cares and listens to his employees.

The results of these researchers indicate that listening is just an explicit element of leadership that allows better understanding of how leaders influence the behavior and attitudes of their followers in growing stronger relationships with employees.

A leader who is a good listener will also observe those issues which are not being clearly said, and motivate people into action. The vigor, dedication and absorption are the main components defining the work engagement as a positive and fulfilling work related state of mind (Schaufeli, Salanova, Roma & Bakker, 2002). There can be a variety of different kinds of employees in the organization. Few of them dont tell their problems clearly and they are introvert to share their ideas and say their thoughts and views clearly now it becomes the duty of the leader that he shows full attention and shows them that they are important and their decisions are important for the project.

High levels of energies with resilient mind while working is vigor. Keen involvement in ones work with a sense of significance, ebullience and challenge is the definition of dedication. One having difficulties in detaching from work while the time passes

quickly and one is happily involved in his work is the absorption (Schaufeli et al., 2002). Inclusive Leadership can help to delineate the vital importance diversity and conflicts by promoting the effective management of diversity and conflicts in workgroups for project success.

In line with these arguments, the following relationship is proposed.

We hypothesize that:

$H_2$  : Inclusive leadership is positively related to project success.

### **2.3 Innovative Work Behavior as a Mediator Between Inclusive Leadership and Project Success**

Leaders or immediate supervisor provide environment for employees, where employees can learn, share and support each other. It will not be wrong to say that supervisors are shaping the context and this context then shapes the attitudes, perception, cognition and behavior of employees. So the behavior of employees in organization is based on the contextual factor and leader is one of the prominent aspects of context designing (Rousseau & Greller, 1994; Bhatnagar, 2007; Whitener, 2001). Popper and Mayseless (2003) proposed that leader secure base support play role like parents by providing support to employees and ensure their availability

In time of need, empowering them to rise and shine and also avoid unnecessary interference. Employees then respond in similar fashion by giving their full effort in form of extra role behaviors like organizational citizenship behavior, voice behavior and innovative work behavior and such behaviors are not only beneficial for organization and individual as well (De Jong & Den Hartog, 2008)

In line with the above discussion on secure base support, previous literature has explored three vital components of a secure base support. Primarily, a secure base support holds up exploration by being accessibility and availability of the supervisor

in the affair that the base is needed e.g., to help in getting rid of hurdles , to be waiting if a drawback becomes indispensable , to be aware and receptive to distress indications, to be accepting of reliance when needed (Bowlby,1982).

Subsequently, secure bases supports of leader are not by needlessly interfere, in the daily task of workers. Keeping in mind the organizational structure, employees are trained and equipped for tasks and only have to set time to achieve them tasks that are given to them (Whitener, 2001).

Some pointless intrusion is more likely to endanger the task or demoralize the employee skill, attention and self-belief with view to completing the task. Likewise, a secure association with supervisor might weaken one's self-belief, attention, and skills in view with a aim motivation and journeying (and wakens her/his satisfaction of task motivation and examination) by needless interfere. As explained in start that the role or function of is mainly one of offering help only if needed (Bowlby, 1982).

To encounter worldwide competition and non linearity, only the leader or top management role about proactive and innovative behavior is not sufficient, organization need to engage their employee as well in order to meet the challenges for survival in all those favorable and unfavorable situations (Janssen, 2000). As far as innovative behavior is concerned, it includes ideas creation, their presentation, promotion and successful implementation for the benefit of organization and also for their self advancement (West & Farr, 1989). Innovative behavior or innovation is linked to strategic goals of organization, which is helpful in long run for organization. Among the antecedents of innovative behavior, role of leader is vital one due to solving problems of individual and promoting effective relationship among organizational members, promoting justifiable environment (Janssen, 2004). He turns out to be important figure to transfer knowledge.

According to Carmeli, Meitar & Weisberg (2006) If we look the role of the leader in this sense we will come to know that such behavior as inclusive leader turns out to be the individual who becomes the center point as a learning institution and also in a way that he is the person who has the power to make the decisions. So if we need a perfect employee who is innovative and who has the power to perform

the procedures deeply and in a way that it would come out with something novel and amazing then the leader should be inclusive. If we combine all these terms and procedures then we figure out that in terms of procedures and rewards, all these factors are promoting innovation at workplace (Scott & Bruce, 1994).

Proper ways to transfer knowledge in a right way at the right time is very important. Communicating the right amount of knowledge is an important task. According to the new ways and procedures identified by the project management body of knowledge it is very necessary to understand that how things work and how much amount of knowledge should be transferred to how many individuals who is the main player who needs complete information and who is the one who needs little amount of knowledge. By transferring the exact and accurate amount of knowledge things can become very useful for the project (Adisa, Mordi, Osabutey, & Osabutey, 2017).

Leader secure base support is the best fit in promoting the aforementioned practices and activities, which leads to innovative work behavior of employees, but it is limitedly studied (Hakanen et al., 2008). It is discussed widely in the literature that all of three characteristics are essential for most favorable exploration and creative behavior of employees, however all of above given practices of secure base support from leader might forecast different facets of investigation (Adisa, Mordi, Osabutey, & Osabutey, 2017).

These searching behaviors are resulting from the theory and previous research about or supervisor influences on children's and employees exploration. The outcomes of secure base support will result in exploring different behavior of employees like performance, self-confidence, persistence and enthusiasm. It can further lead to employees looking for task help and support /emotional support from their immediate supervisor. In such kind of support have ease of approachability to request for wanted job support.

Inclusive leadership affects the team performance and the behavior of leader can generate effective results in team work. Knowledge sharing is considered as team work. Work is monitored and evaluated by inclusive leadership (Srivastava, Bartol & Locke, 2006). Sharing of knowledge is the foundation of managing knowledge

within the organization by managers. Lack of skills of inclusive leadership can limit the knowledge sharing.

The challenge to leader is that to create an environment in which the person who is willing to share his/her knowledge can easily share and the others can easily understand what the other person is saying who want to understand and gain knowledge (Riege, 2005). Such clear and appropriate procedures should be set in the organization which could help employees communicate with each other the best practices and discuss the things in detail with right amount and right way.

Inclusive leadership is vast and dynamic concept which occurs among the teams. In most of the areas shared knowledge is extremely important and useful for the organization if it is managed by any leader (Taylor, 2013). There are many other ways a leader can be useful for the organization but in all those best ways there are a few essential things must for the organization which should be seen as an iconic element besides being a very inclusive leader the utmost quality he should have is the ability to transfer the right amount of knowledge.

It is found that inclusive leadership has direct or indirect impact on organization. But their direct relationship is not much supported. Efficiency and work are correlated to inclusive leadership (Srivastava, Bartol & Locke, 2006). Though the importance of inclusive leadership cant be denied but there are many other school of thoughts which do not totally deny its importance but the highlight the fact the only thing required by the project to succeed is not to be inclusiveness it requires many other necessary elements as well for example the behavior of the employees, work environment, efficiency and work done by the employees. So this should also be kept in mind that only inclusiveness isnt enough.

Knowledge sharing is designed to transform knowledge from individual to group of people to utilize it in problem solving and generating idea which is supervised by leader (Foss, Husted & Michailova, 2010). Every time we come across a problem we can solve it easily if we are dealing with it as a team, but it becomes difficult if we are applying individual approach on it because when we are acting as a team and sitting together to solve a problem then it is obvious that different brains will be active and these would produce different thoughts and approaches to solve that

problem so it becomes a successful approach to perform and do things in a group because they would turn out to be better.

Things work as a whole system. The main figure of the organization which is the leader and the boss of the organization should be knowledgeable on the first hand. He is the important element to squeeze all the necessary knowledge he has based on his experience and expertise to the individual employees. As According to a study done by A karl Serivby (2007) who is the professor of knowledge of management is searching and have analyzed free text comments 2,988 by respondents.

Across 92 business units 12 companies found that respondents blamed their senior supervisors and managers because of their lack of knowledge and some of the managers perceived resistant to knowledge, the issue is that what they do not do. So this study tells us that we cant blame the employees only to be responsible for the outcome of the project based on only one element of the organization.

As managers are perceived not to share knowledge to others .So a leader should have a lot of knowledge to deal with the team and a leader must be active in order to share knowledge in appropriate ways or directions therefore a knowledge sharing is a critical process by which members interact to share their ideas information and suggestions related to their team task (Srivastava, Bartol, & Locke, 2006).Triggering the right amount of knowledge to the employees who need it the most is something essential for the project. By this teamwork and sharing knowledge travels in a right way and team discussions end up in brilliant great ideas which are perfect for the project innovation environment.

Leaders or immediate supervisor provide environment for employees, where employees can learn, share and support each other. It will not be wrong to say that supervisor are shaping the context and this context then shape the attitudes, perception, cognition and behavior of employees. So the behavior of employees in organization is based on the contextual factor and leader is one of the prominent aspects of context designing (Rousseau & Greller, 1994; Bhatnagar, 2007). These contextual factors can bring in a great change in the employee behaviors because you are just shaping the way you want them to perform.

We use the term cookie cutter for properly shaping the cookies. A leader acts as a cookie cutter in shaping the culture of the organization he is main element he has to set the context that how the employees would perform how things would be done. He has to shape the procedures and methods to perform the required work so he has the main responsibility to perform work (Whitener, 2001). So the main importance we should give while hiring the project individuals is that the main person in the project should be more then best for the employees and a best example of being a leader in the organization.

Popper and Mayselless (2003) proposed that leader secure base support play role like parents by providing support to employees and ensure their availability in time of need, empowering them to rise and shine and also avoid unnecessary interference. Employees then respond in similar fashion by giving their full effort in form for extra role behaviors like organizational citizenship behavior, voice behavior and innovative work behavior and such behavior are not only beneficial for organization and individual as well. In line with the above discussion on secure base support, previous literature has explored three vital components of a secure base support.

As explained in start that the role or function of is mainly one of offering help only if needed (Bowlby, 1982). If complete freedom is given to a person in order to complete his work, required by the project then the person on whom we trust to accomplish the tasks of the project is the one who when given complete freedom becomes efficient to perform his work duties. But if dont make the employees feel that he is the main figure of the project and he is the important figure of the project he cant work well. We should help individuals work with their own brains to put in their best efforts. The leader should give them this sense of freedom that they can work differently in their best way and innovate by taking risks. Best leader is the one who listens to his employees and helps them innovate.

Maybe by giving support that is not required or preferred, by captivating the task or activity or by delaying the completion of a task or activity (Bowlby, 1982). Likewise , individuals are not likely elaborate in certain forms that may increase their wisdom , personal growth and confidence ( for example accepting hurdles and

motivated to achieve significant tasks ) when the tasks , hurdles or exploratory labors are not appreciated and motivated by their As far as innovative behavior is concerned, it includes ideas creation, their presentation, promotion and successful implementation for the benefit of organization and also for their self advancement (West & Farr, 1989).

Supervisors then it leads to decreasing motivation, confidence level etc.

Innovative behavior or innovation is linked to strategic goals of organization, which is helpful. In long run for organization. Among the antecedents of innovative behavior, role of leader is vital one due to solving problems of individual and promoting effective relationship among organizational members, promoting justifiable environment in term of procedures and rewards, all these factors are promoting innovation at workplace (Scott & Bruce, 1994; Janssen, 2004).

If the employee knows that even if he will do something wrong even then he will be supported by the leader so he performs his work without any tension and he tries to figure out best. He feels a sense a freedom that my leader is with me and he loves and supports when things go well and good. This thing is limitedly studied but we need to focus on it as well In short the leader should support the risk taking activities of the employees. This is how things work and we come up with innovation. Similarly It is discussed widely in the literature that all of three characteristics are essential for most favorable exploration and creative behavior of employees, however all of above given practices of secure base support from leader might forecast different facet of investigation (Adisa, Mordi, Osabutey, & Osabutey, 2017). A leader should foresee all the upcoming requirements of the project so that things could go perfectly in a way that all the risks should be dealt and the threats faced by the project should also be kept in mind while leading the team.

Knowledge sharing is considered as one of the most critical element in functioning teams and project, as it plays a vital role in understanding the virtual aspects of team in order to make leadership more effective but along with that it is mandatory for the leaders to make it sure that every member of virtual team gets the same overview of the delivered information in order to get the symmetry in work

for every phase of the project (Staples, & Webster, 2008). It has also been found out that inclusive leadership plays an important role in implementing supportive organizational ties through a solid knowledge sharing channel between both males and females employees of the organization (Deci, & Ryan, 1985, 2000), hence it has been observed through different researches that female employees in organization have stronger understanding along with instrumental ties in addition to supportive organizational ties as compared to males so inclusive leadership plays a very vital role in minimizing this understanding difference in respect of gender difference in organization to get most benefit out of it through knowledge sharing as a moderator (Lin, 2006).

As knowledge sharing also includes the means and nature of knowledge and the process through which it is being shared so it also illustrate the similarities between the team leader and members to ensure the innovative work behavior in organizational environment (Frey, 1993). Moreover studies have provided the evidence that knowledge sharing as a moderator help the leaders to convey the motivational support and spirit in employees to achieve the intended unique and innovative workforce and behavior to compete with the global standards and to achieve the competitive advantage amongst the emerging organizations (Gagn, 2009).

Empirical results of research also depict that making use of tacit knowledge and sharing it between the employees can result in building a strong connection with the leader and employees and it also provide more rooms for breakthrough innovations in project by using knowledge sharing as a moderator along with generating effectiveness in workforce behavior (Mascitelli, 2000). Inclusive leadership allows every employees and team member to share their ideas and their effective behaviors by providing them personal benefits of self-reputation and recognition as experts so that knowledge sharing channels can generate an innovative work environment, hence its proved through researches that knowledge sharing is a powerful moderator for evolution of the innovative behavior as well as innovative workforce environment (Chang, & Chuang, 2011).

The outcomes of secure base support will results exploring different behavior of employees like performance, self-confidence, persistence and enthusiasm. It can further leads to employees looking for task help and support /emotional support from their immediate supervisor. In such kind of support have ease of approachability to request for wanted job support. From these arguments following is proposed.

Based on the above discussions

We hypothesize that:

$H_3$  : Innovative work behavior as a mediator between inclusive leadership and project success

## **2.4 Impact of Knowledge Sharing as a Moderator Between Inclusive Leadership and Innovative Work Behavior**

In order to be innovative the employees need to have knowledge sharing behavior (Yesil, Koska & Buyukbese. 2013). Knowledge sharing has direct influence on innovative behavior, whereas organizational innovation climate has positive impact on workers innovative behavior (Yu, Fang & Cheh, 2013). If the organization would be supportive and organization welcomes all the best ideas without any sense of negativity and blaming things if some procedures fail then employees feel free to innovate.

The accomplishment of construction projects is strictly connected to contractors who start their prime work when a project reaches at execution stage. Before moving to a new project, identifying pros and cons in a post construction evaluation, has proven to be an important factor in construction projects (Alzahrani & Emsley, 2012). Before we start a new project we identify the things which went wrong and the things which need to be done like before so a term which is used in the projects for such things is called as Lessons learned. It is kind of guide book

for the next projects so that things could be done without any mistakes which were done previously because it isn't good to repeat the mistakes and do the same loss again which was previously done.

Some organizations take advantages from customers feedback while others utilize novel knowledge in order to produce new ideas and amazing insights, which are always important for the progress of innovation in order to build up unique product features and motivation for future projects (Mahr, Lievens, & Blazevic, 2013). Smart organizations are those which have the complete homework and detail to perform the required amount of level and effort required by the employees.

A study by Axtell, Holman, Unsworth, Wall and Waterson (2000) figured it out that employees with supportive team leader, higher team method, diversity of team responsibilities (team role breadth), encouragement for innovation, and an active participation and cooperation from management, tend to believe that much of their suggestions were put into practice. If an employee gets this feeling that the things which he suggested were actually implemented and they were successfully implemented as well then this is the biggest achievement he feels inside. On the other hand if employee did something extremely good and something appreciable but he wasn't appreciated such employee becomes less satisfied with the job and his morale to innovate lessens.

In present era, employees innovative behavior is considered as an important asset that largely contributes towards competitive advantage of an organization, considering that innovation is the successful implementation of novel and useful creative ideas presented by employees (Kor & Mahoney, 2000). Innovation is the oxygen for the organization without innovation things don't go well. This is the era of innovation and novelty without both of things it is not possible to breathe in this competitive environment so we need to motivate our employees to become more and more innovative to become successful.

Knowledge sharing influence individuals behavior by affecting their attitude and improve team climate and empowering leadership significantly (Reige, 2005). Leader who is not considered important in the organization is least important individual in the organization if he doesn't have the required skills abilities and knowledge

than obviously employees don't need him at all. They can work all alone. Leader should be the individual who has the most of the knowledge so that he can provide required vision to the employees working on a project.

Knowledge sharing and team efficacy are scale up factors to organizational performance that are strategically important team factors (Srivastava, Bartol, & Locke, 2006). Team is actually made to perform something which is not an individual task so a team is a combination of all the required amount of level of effort required by the combination of all those team factors. So knowledge sharing among that team can result in drastic innovation, which could be a spark for the project organization to prosper and to be among the top exclusive innovators.

Knowledge sharing has been long facilitated by an important factor technology (Liebowitz, 1999). As every project is kind of a new project because it is the definition of the project that project is something which is unique and should be completed in a specific period of time. So every project uses a different procedure and technology to complete a project.

The research proves that the teams whose members trust each other having efficient leaders have a higher level of knowledge sharing become successful (Srivastava, Bartol & Locke, 2006). Because if the knowledgeable individuals in the organization get support of each other and they act as a support system for each other than it turns out to be best for the project. A good team which is knowledgeable it can create wonders and a perfect inclusive leader with them is the cherry on the cake and acts as the pushing body to make the employees innovative to perform innovatively toward their work procedures (Javed et al., 2017).

Inclusive leadership is important for organization to evolve their culture and support knowledge sharing. People are afraid of sharing knowledge because of negative remarks but inclusive leader who have such qualities to lead group and manage the sharing of knowledge can reduce these negative aspects to not to affect the knowledge. Individualistic behavior is key element in group sharing knowledge (Ribiere & Sitar, 2003). So the leader should create such behavior among the employees which is quite innovative for the whole team and so that people shouldn't be afraid to share their knowledge.

As Drucker (2001) predicted that we are entering into that society where knowledge sharing is related with knowledge workers. When we think about the word knowledge workers, white collar workers and leaders such as managers come into mind. So if the leader is not knowledgeable himself how he would make the employees innovative because he is the main engine of the organization he should be knowledgeable and quite supportive for the employees who want to learn and become innovative.

Sharing of knowledge in group doesn't happen on its own it has to be overlooked by leader. The benefit of inclusive leadership over autocratic leadership is knowledge sharing (Srivastava, Bartol & Locke, 2006). Sharing of the knowledge is not something which will come on its own it would be pre-planned with all the communication procedures to properly transfer the knowledge. Leader identifies the level of his employees and then decides that what's the level of his employees and what he requires to do know. By this way he will provide the right amount of training required and he will identify whether some employee needs training or not for the current project in which you are working.

A leader should be supportive and should deal everyone equally. As House & Dessler (1974) explains that one of the aspects of inclusive leadership is supportive leadership where leader welcome everyone's inputs and treat them with great care. So the team members get fair recognition and they give their ideas and share information if they are motivated by their leaders. He welcomes everyone equally so that biasness could be ignored and everyone feels that he owns the project and they have to make it successful or the project goes in loss. When the employee feels important he definitely works hard to get the things done in a right way just because of sense of the owning the project.

Knowledge sharing activities have contributed to the organizational abilities like innovation that is significant for good performance of a firm. (Kogut & Zander, 1996) Innovation is strongly linked with newness, creativity and to theories like consistency, low patience and systematic process. The innovation value regarding products or services can be defined by using certain variables including quantity, competence, consistency, time, expenses and difficulty, etc. (Wang & Wang, 2012).

In order to inculcate innovation, the resource base of the organization needs to be redesigned including the information regarding new goods, services, processes, technologies and business models and to enhance the innovation ability of an organization information sharing is imperative; however, the degree of relevance of knowledge sharing mechanism varies (Saenz, Aramburu & Blanco, 2012). Every project is different from the other so the mechanisms and procedures to perform some work can't be the same they need to be unique and different according to the required level of the individuals.

It has been empirically proven that innovation enhances firms performance because it assures prompt reactions by adding product with lesser time and costs (Tidd, Bessant, & Pavitt, 2005) but a proper relationship identifying that how knowledge sharing is the important element in the organization is not studied yet so this study will help to identify its role as a moderator.

In line of these arguments

We hypothesize that:

$H_4$  : Knowledge sharing acts as a moderator between inclusive leadership and innovative work behavior.

## 2.5 Research Model

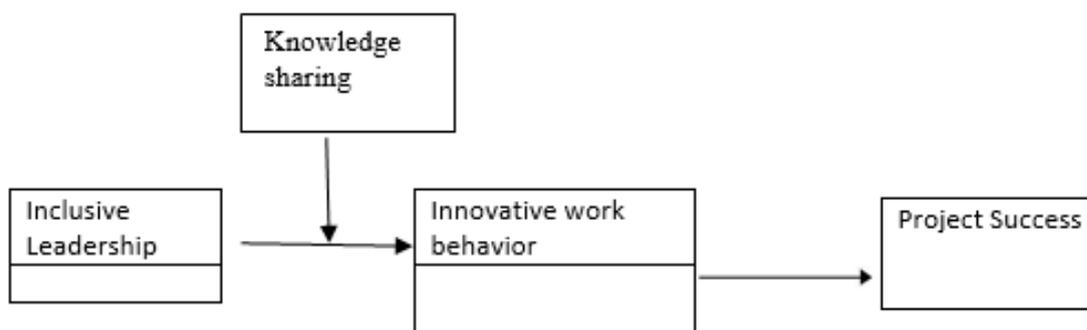


FIGURE 2.1: Research Model of Inclusive Leadership Impact on Project Success Through Innovative Work Behavior: Moderation of Knowledge Sharing.

## 2.6 Research Hypothesis

Based on the above discussions and theoretical findings of the previous scholars and researches following hypothesis have been extracted from which will be studied by using instruments.

Hypotheses are as follows

$H_1$ : Inclusive leadership is positively related to Innovative work behavior.

$H_2$ : Inclusive leadership is significantly and positively associated with project success.

$H_3$ : Innovative behavior mediates the relationship between Inclusive leadership and success of the project

$H_4$  : knowledge sharing moderates the relationship between inclusive leadership and innovative work behavior.

## 2.7 Summary

Literature supports that Inclusive leadership is really important for the success of an organization. Similarly it is seen that if the leader is capable he can enhance the knowledge of employees and polish it to make it innovative and he can motivate employees to create something new and be innovative though its evidence cant be seen in project literature so this study is new of its kind and it will provide empirical evidence on this topic.

Inclusive leader doesnt believe in biased decisions he is aware of the fact that if biased decisions would be done then these wont be rational and it will limit the impact of the decision. Decision wont be as required by the organization i.e. it will not add on all the employees of the organization for a perfect decision. There are many employees in the organization who are intellectual individuals and they can be very productive for the organization.

Inclusive leader has the capability to make the employees feel free to share their ideas and tell the individuals to rethink about the procedures to do them in the

best way. This is how employees become innovative. Innovative work behavior is one of the perk from the people who are inclusive leaders. This study not only throws highlight on how the inclusive leader provokes innovative work behavior. This also shows that its kind of a must thing to share knowledge even if the leader is inclusive.

Inclusive leader shares all the necessary details including minute details so that if they would be aware of the complete procedures then employees will be deeply involved in the procedures to complete the tasks and they would necessarily try to innovate the conventional work behavior in which they were actually involved so this results in innovative work behavior.

Similarly knowledge sharing is seen to be a moderating factor in some studies. If inclusive leader is knowledgeable, he has the power to understand the system which would be used to generate new knowledge. If he can tackle the problems of the project well it can lead to project success. And it is also mandatory to transfer that knowledge as well.

This chapter also discussed how the innovations whose antecedents we are studying is important for the procedures to improve and how it is important for the projects that need innovation according to the changing demands of the employees. Dynamic environment is understood by the leader and it becomes the duty of the leader to transfer that knowledge to the employees and employees should try to gain more and more knowledge and figure out the best procedures to carry out the project work.

So according to literature in order to see the project succeeding in the changing market of customers and in this era of competition we need such leaders who are inclusive who try to dig out the best from the employees. So that procedures should be understood deeply and they may also come with shortcuts to perform work and the best procedures in which you can perform your work. The further chapters will discuss which of the data collection methods will be chosen to figure out the research results.

# Chapter 3

## Methodology

### 3.1 Introduction

This section enlists all the methods used to figure out the relationship between the proposed variables. This is to prove methodologically that how these variants are affecting each other Methodology chapter consists of data collection techniques, population and sample size, and instrument reliability analysis.

### 3.2 Research Design

Research design is a criteria by which is used to appraise and enrich the business research and support the research question. For interpreting the study nature, and linking of empirical evidence and research questions research design assists the researcher. Research design has two common methods one is qualitative method and another is quantitative method. For reliability and effectiveness quantitative method is adopted by researchers mostly.

The current study is carried out on quantitative methodology by utilizing different techniques and tools. According to Wiersma and Jurs (2005) quantitative research methodology transfer facts into numerical numbers and further examined to recognize causes and effects, links and relationships. It is essential to know

that by measurable and observable means that respondents exhibit approval and disapproval with the statements they agree with and disagree with respectively.

Moreover, the objective of the quantitative methodology is to test which is proposed and increase the result generalizability. Research design usually consists of type of study, time horizon and unit of analysis, which are as follows:

### **3.2.0.1 Key Features of Quantitative Method**

There are certain characteristics of using quantitative research methodology, which are following.

- Structure research instruments utilize for collection of data
- Sample are utilize for analysis which exhibits the entire population
- Good research design guarantee suitable results
- Numerical numbers are use for data collection
- Normally it is utilized for concepts generalizability widely, forecast links and examine variables causal relationships.

### **3.2.1 Type of Study**

Basically this study is an explanatory research where it is tested that whether there is an impact of inclusive leadership on project success. For this purpose, Pakistani project based organizations were contacted for the collection of data to get the reliable data and appropriate results. The sample choose for the study were anticipated to represent the entire population. The reason is it will be easy to generalize the results on entire population.

Normally the data is collected from a chosen sample because it is very difficult to gather the data from whole population that's why sample is selected for analysis and then apply the findings on whole population. The study is supported by LMX theory which points out about the exchange of leaders contribution and

exchange. So this study provides empirical evidence on further aspects which include moderating effect of knowledge sharing and mediating effect of innovative work behavior.

### **3.2.1.1 Research Philosophy**

Founded on philosophy of determinism, the current research is carried out on hypothetical deductive method which utilized existing theories and previous research to support and manifest proposed hypothesis which for verification then tested empirically for suggested hypothesis. According to hypothetical deductive method scientific investigation starts from hypothesis formulation in such a way that could compellingly be counterfeited on collected data.

Quantitative data collection method were valued and utilized in order to approach large population. Therefore, in the present research quantitative data collection approach was utilized for data collection. Advantage of this method is that it is easy and a lot of data is collected in a very short period of time.

### **3.2.2 Study Setting**

The study participants include the employees and Managers from the project based organizations of Pakistan.

### **3.2.3 Time Horizon**

For this study, the data were collected at one time and in the duration of one month and the data is cross sectional in nature.

### **3.2.4 Unit of Analysis**

In any research the most essential characteristics is the unit of analysis. Unit of analysis in any study can be individual, culture, organizations and group. This study is designed in such a way to see the influence of inclusive leadership on

project success so the unit of analysis were the managers of the project based companies in Pakistan so that clear picture can be obtained on the aspect that whether inclusive leadership has an impact on project success or not.

To examine the influence of inclusive leadership on project success the research required to proceed to the project based organizations working in Pakistan on different projects and to look to the projects leaders that whether there is inclusive leadership on the project involve or not.

### **3.2.5 Population**

Population of this study is the project based organizations of Pakistan but as it is very difficult to obtain data from all the population members. So for this purpose sample size is drawn from the population to test the fact that whether inclusive leadership has any impact on project success or not with mediating role of innovative work behavior and moderating effect of knowledge sharing.

In order to limit the population of this study data was collected from different types of project based organizations of Peshawar, Karachi, Islamabad and Lahore. In order to obtain a clear picture of the inclusive leadership impact on projects.

### **3.2.6 Sample**

A small subsection of population is called sample which is drawn with probability or non probability technique. As the current study inquires about the Inclusive leadership and its impact on project success in the projects of Pakistan, the population of my study would be the employees of both managerial and subordinate level of different types of projects.

So the sample consists of employees of energy, educational, construction and software projects. Data is collected by personally visiting the project houses and by virtually distributing the questionnaire. 330 questionnaires were received and 313 were found to be suitable to enter the data for statistical testing.

### 3.2.7 Sample Characteristics

The demographic used in this study are; project manager's and employee's age, project manager's and employee's gender, project manager's and employee's work experience in project management, project manager's and employee's qualification. It is important to identify the characteristics of respondents including males and females respectively and revealed other details of the respondents.

#### 3.2.7.1 Gender

The sample of respondents consists of both males and females of project based companies. Their demographic characteristics are given below. A total of 66.1% of the respondents were male, 33.9% were females. Majority of the respondents were males i.e. (66.1%)

TABLE 3.1: Represent Gender Percentage.

	Frequency	Valid Per- cent	Cumulative percent
Male	207	66.1	66.1
Female	106	33.9	100
Total	313	100	

This result represents a higher percentage of male.

#### 3.2.7.2 Age

Age is an important part of demographic. The following table shows the percentage of the age groups from which data were collected. As it is revealed by the sample characteristics that the number of respondents between the age of 18-25 are 117, respondents between the age of 26-33 are 173, respondents between the age of 34-41 are 14, respondents between the age of 42-49 are 5 and the respondents between the age of 50 above are 4 in number.

The table below shows the values of the age of the respondents. Some employees feel hesitant to disclose their age. For this purpose their names were not mentioned

on the questionnaire for their privacy concerns. Frequency tells the number of employees falling in each category.

TABLE 3.2: Represent Respondent's Age Distribution.

	Frequency	Percent	Cumulative percent
18-25	117	37.4	37.4
26-33	173	55.3	92.7
34-41	14	4.5	97.1
42-49	5	1.6	98.7
50 above	4	1.3	100
Total	313	100	

### 3.2.7.3 Qualification

Qualification of respondents is depicted in the table below. The table below represents the respondents qualification. Matric qualified are 11%, inter qualified people are 13%, bachelor qualified 126%, master qualified are 128%, MS/Mphil qualified are 33%, Phd qualified respondents are 2% and 1.0% respondents are post PhD qualified. The Bachelor percentage is high.

TABLE 3.3: Respondent's Qualification

	Frequency	Valid Percent	Cumulative Percent
Metric	11	3.5	3.5
Inter	13	4.2	7.7
Bachelor	126	40.3	47.9
Master	128	40.9	88.8
MS/MPhil	33	10.5	99.4
PhD	2	6	100
Total	313	100	

Table 3.3 represents respondent's qualification of the respondents.

### 3.2.7.4 Work Experience

When we consider the demographic variables in a study it is very important to know and consider the experience of the employees who filled the questionnaire to know the level of those respondents and knowledge they could have about the study. Percentage of respondents are given below.

TABLE 3.4: Respondent's Work Experience.

	Frequency	Valid Percent	Cumulative percent
0-5	170	54.3	54.3
06-10	101	32.3	86.6
11-16	20	6.4	93.0
17-22	22	7.0	100
Total	313	100	

Table 3.4 shows the respondents experience at work.

## 3.3 Instrumentation

In this study for measuring four variables, close ended questionnaire were used. The questionnaire would be analyzed on the lickert scale which has the options from one to five. One as strongly disagree and the other extreme as strongly agree. Along with the questions of the variables the demographics will also be studied which includes Gender, Age, Qualification and Experience.

### 3.3.1 Inclusive Leadership

We used 9 items from Carmeli, Reiter-Palmon, and Ziv (2010) study to assess the three dimensions of inclusive leaders: openness, availability, and accessibility. The employees were asked to rate these items for their direct supervisors. Sample items include The manager is open to hearing

### 3.3.2 Innovative Work Behavior

We used a 9-item scale from the study of Janssen (2000) based on Scott and Bruce (1994) for individual innovative behavior in the workplace. Sample items included: Creating new ideas for difficult issues (idea generation), Acquiring approval for innovative ideas (idea promotion).

### 3.3.3 Knowledge Sharing

Respondents completed 6- items related to knowledge sharing. The tool used was developed by Park and Lee (2014). one of the scale item included people in my organization frequently share existing reports and official documents with member of my organization

### 3.3.4 Project Success

Success of the project was tested on 11-items developed by **Aga, Noorder have- nand Vallejo (2016)** . The responses will be obtained through 5 point Likert scale which includes the responses to be measured as **1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree**. The items of the scale are "The project was completed on time , The project was completed according to the budget allocated", "The outcomes of the project are used by its intended end users. ", "The outcomes of the project are likely to be sustained", "The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness", "Given the problem for which it was developed, the project seems to do the best job of solving that problem", "I was satisfied with the process by which the project was implemented", "Project team members were satisfied with the process by which the project was implemented", "The project had no or minimal start-up problems because it was readily accepted by its end users", "The project has directly led to improved performance for the end users/target beneficiaries", "The project has made a visible positive impact on the target beneficiaries", "Project specifications were met by the time of handover to the target beneficiaries", "The target beneficiaries were satisfied with the

outcomes of the project”, ”Our principal donors were satisfied with the outcomes of the project implementation”

TABLE 3.5: Instruments

Variables	Source	Items
Inclusive leadership	Carmeli, Reiterpalmon and ziv	9
(IV)	(2010)	
Innovative work behav- ior	Janssen	9
(Med)	(2000)	
Knowledge sharing	Park and Lee	6
(Mod)	(2013)	
Project Success	Aga and Vallejo	11
(DV)	(2016)	

### 3.4 Statistical Tool

Different tools were used during data analysis of collected data. for measurement model to see that whether the overall model is fit for our analysis and in our context confirmatory factor analysis were conducted. Amos is utilized for confirmatory factor analysis because Spss is not suitable for confirmatory factor analysis as it is unable to do such analysis. Furthermore, Spss was utilized for the reliability analysis of pilot testing and overall scale reliability. Moreover for descriptive statistics to find out the mean and standard deviation as well as for control variables Spss was used. In addition for correlation analysis to find out the links between the studying variables spss was used. Regression analysis was also done on spss. Single linear regression was used to analyze the causal relationship between the dependent variable i.e. Project Success and independent variable i.e. Regression analysis helps ensuring that whether the acceptance or rejection of suggested hypothesis have the support of preceding studies or not. The purpose of carrying out regression analysis in this study is to study the numerous factors that

can have an impact on dependent variable (Project Success). Overall throughout data analysis two software were utilized one is Spss and another one is Amos. Both for different purposes.

### 3.5 Pilot Testing

The table represents the reliability analysis of variables' instruments. In the beginning, we collected 50 questionnaires from respondents and 45 questionnaires were considered for reliability analysis. The results of pilot testing showed that all the scales are reliable, and no problem was detected in variables.

TABLE 3.6: Scale Reliability

Variables	Items	Cronbachs Alpha
Inclusive leadership	9	0.755
Innovative work behavior	9	0.782
Knowledge sharing	6	0.880
Project Success	14	0.784

### 3.6 Reliability Analysis

Reliability analysis is used for reviewing of properties of scale used for the measurement of variable and the elements that make up the scale. It helps in evaluating internal consistency of variables and if those variables have any relationship between them or not. A scale is considered reliable when it gives similar results in consistent circumstances. Value of Cronbach's Alpha when equal or above 0.7 is considered reliable. Higher the value of Cronbach's Alpha, higher the reliability of instrument to measure construct. If the value of Cronbach's Alpha is less than 0.7, the instrument is not considered reliable to measure construct.

TABLE 3.7: Scale Reliability

Variables	Items	Cronbachs Alpha
Inclusive leadership	9	0.835
Innovative work be- havior	9	0.721
Knowledge sharing	6	0.780
Project Success	14	0.840

The table above represents information concerning scale reliability. The results of the table delineated that inclusive leadership reliability was 0.87 which was above the threshold value and is considered as good reliability. Similarly, the Cronbach alpha of innovative work behavior was 0.74 which was also above the threshold value of reliability and is considered as good reliability for this particular scale. Furthermore, the reliability of knowledge sharing was calculated as 0.80 which is greater than the threshold value and is considered as excellent reliability. In addition the Cronbach alpha calculated for project success was 0.88 which is also greater than the recommended threshold value and is considered as good reliability. Overall, the reliability of all the variables were above the threshold value of 0.70. Therefore, it is concluded that our scale are reliable.

### 3.7 Data Analysis Techniques

The collected data from respondents was analyzed on SPSS software. Following procedures were performed to analyze the data:

1. Questionnaires were chosen for analysis.
2. The collected data was coded, and those coded variables were used for data analysis.
3. To describe the sample characteristics, frequency table were developed.
4. By means of numerical values the process of descriptive statistics was used.

5. Through Cronbach alpha, reliability analysis of all research variables was conducted.
6. To identify whether there is a significant relationship between variables exist or not, correlation analysis was performed.
7. To examine the proposed relationship between variables, single linear analysis was conducted on dependent and independent variable.
8. To find out the role of mediator and moderator between independent and dependent variable, Preacher and Hayes method was used to run mediation and moderation.
9. The proposed hypothesis was verified by using correlation analysis and Preacher and Hayes method to check for any probable rejection or acceptance of proposed hypothesis.

### **3.8 Research Ethics**

This research is conducted under following appropriate standards and ethics and more specifically when gathering data for the analysis. While collection data, the objective of the research was explained to the respondents and after respondents consents each response was obtained and assimilated for analysis. The surety were given to each respondents that their responses will be kept confidential and will only utilized for research purpose. The confidentiality of the data is vital as sometimes it creates menace for supervisor and employees as sometimes in data collection both the respondents involved and they rate each other.

In addition collection of data was carried out in natural settings and for instant feedback there was nothing like pressure involved. because for respondents convenience proper time was provided to each respondents and no forcing was included for desirable response. Regardless of the fact that researcher counter some undesirable behavior from some of the respondents hence all the respondents who took part in data collection were treated fairly.

Moreover, proper standards were utilized for data analysis which is already utilized in published research like SPSS and AMOS. Amos were utilized for confirmatory factor analysis to see that whether the model is fit or not. Spss were utilized for the analysis descriptive statistics and regression analysis. Furthermore, no such this was copy and paste included in overall thesis. Because it is unethical to copy and paste something of another person because it is intellectual right. Therefore, proper care was given to this thing.

# Chapter 4

## Results

### 4.1 Covariates

Results and Table 4.1 shows means and standard deviations for the variables. Sample size was suitable and missing data were treated appropriately. The analysis revealed following statistics. Gender and other demographic remained significant for all outcome variables e.g., for Gender ( $F = 0.495$ ,  $P = .482$ ), age ( $F = 3.099$ ,  $P = .016$ ), Education ( $F = 2.924$ ,  $P = .014$ ), Experience ( $F = 11.370$ ,  $P = .000$ ).

TABLE 4.1: Covariates

<b>Covariates</b>	<b><i>F Value</i></b>	<b><i>Sig.</i></b>
Gender	0.495	.482
Age	3.099	.016
Education	2.924	.014
Experience	11.370	.000

## 4.2 Results for Hypothesized Variables

### 4.2.1 Descriptive Analysis

The process of descriptive statistics is performed to summarize the data in the form of a table and to calculate the standardized values of all variables. Generally, descriptive statistics comprises of sample size, minimum value, maximum value, mean and standard deviation.

TABLE 4.2: Descriptive Analysis.

<b>Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>SD</b>
Inclusive Leadership	313	1.00	5.00	3.89	.74
Inductive Work Behavior	313	1.17	5.00	3.98	.63
Knowledge Sharing	313	1.00	5.00	3.8	.76
Project Success	313	1.69	5.00	3.95	.63

Descriptive statistics of the current data are shown in Table 4.1 First column of the table provides the features the variables. Sixth columns inform about sample size, minimum value, maximum value, mean and standard deviation correspondingly.

Table shows that sample size was 287 of the four variables. All variables (Inclusive leadership, Knowledge sharing, Innovative work behavior and Project success) are rated on a five point Likert scale, such as 1 representing Strongly Disagree and 5 representing Strongly Agree. Mean values show the quintessence of the responses. This is respondents observation regarding a particular variable. The mean value of the Knowledge sharing is 3.31 which shows that respondents were agreed . The mean value of Inclusive leadership is 3.8 which indicate that Inclusive leadership is very much important for project success. The mean value of Project success (PS) is 3.65 which indicates that respondents succeeded in projects. Finally, the mean value of Innovative work behavior is 3.8078 that it is very much important for the project success.

## 4.2.2 Correlation Analysis

Table 4.3 depicts the correlation of the identified variables. Inclusive leadership is significantly correlated with project success ( $r=.678$ ), Innovative work behavior ( $r=.585$ ). Knowledge sharing significantly correlated with Project success ( $r=.733$ ). And knowledge sharing significantly correlated with Innovative work behavior ( $r=.542$ )

TABLE 4.3: Correlation Analysis.

Variables	1	2	3	4
1 Inclusive Leadership	1	-	-	-
2 Innovative work Behavior	.607**	1	-	-
3 Knowledge Sharing	.522**	.542**	1	-
4 Project Success	.678**	.585**	.733**	1

*\*\*Correlation is significant at the 0.01 level (2-tailed).*

N=313. \*P<0.05, \*\*P<0.01, \*\*\*P<0.001

Correlation table shows that there is a positive and significant relationship between Inclusive Leadership and innovative work behavior, where  $r = .607^{**}$  at  $P < 0.01$ .

It can be seen from the table given above that Inclusive Leadership of a has a positive relationship with knowledge sharing, where  $r = .522^{**}$  at  $P < 0.01$ . It was seen that at  $r = .678^{**}$  at  $P < 0.01$ , Inclusive Leadership of has a significant relation with the project success.

There is a positive relationship between project success and knowledge sharing, where  $r = .733^{**}$  at  $P < 0.01$ . A positively significant relationship exists between project success and innovative behavior, where  $r = .585^{**}$  at  $P < 0.01$ .

### 4.2.3 Regression Analysis

Before conducting regression analysis, correlation analysis was conducted which only conjecture the existence of links between variables through inadequate support. Similarly, correlation analysis does not provides information about causal links among the studying variables. Therefore for the purpose of knowing about the causal links between variables regression analysis was conducted which is presented below.

Mediation analysis was carried out for the purpose to find out the mediating relationship. Innovative work behavior between inclusive leadership and project success. For this Baron and Kenny were adopted to carry out the mediation.

#### 4.2.3.1 Simple Regression

TABLE 4.4: Simple Regression

Predictors	Innovative Work Behavior		
	B	R2	$\Delta R2$
Step 1 Control Variables		0.054	0.054
Step 2 Inclusive Leadership	0.505***	0.391	0.337

Hypothesis 1 states that inclusive leadership is positively and significantly related to Innovative work behavior. The results provided in the table above gives strong justification. As in the first, there were control variables. Three control variables such as age, experience and education were included in the analysis. As these three had a significant relationship with project success. Moreover, in the second step independent variable such as inclusive leadership were put. Results delineated that inclusive leadership has positive and significant relationship with innovative work behavior as shown by coefficient ( $B=0.5052$ ,  $p. < 0.05$ ). in addition the R2 value in the above table represents that inclusive leadership brings 39% variation in project success. Therefore, hypothesis 1 was accepted.

TABLE 4.5: Simple Regression

		Project Success		
Predictors	B	R2	ΔR2	
Step 1				
Control Variables		0.029	0.029	
Step 2				
Inclusive Leadership	0.572***	0.463	0.535	

Hypothesis 2 states that inclusive leadership is positively and significantly related to project success. The results provided in the table given above gives strong justification. As in the first there were control variables. Three control variables such as age, experience and education were included in the analysis. As these three had a significant relationship with project success. Moreover, in the second step independent variable such as inclusive leadership were put. Results delineated that inclusive leadership has positive and significant relationship with project success as shown by coefficient (B=0.572, p. <0.05). In addition the R2 in the above table represents that inclusive leadership brings 46% change in project success. Therefore hypothesis 2 was accepted.

#### 4.2.3.2 Multiple Regression Analysis

TABLE 4.6: Testing Mediating effect

		B	SE	t	p
Inclusive Leadership	→ Innovative Work Behavior	.51	.03	13.4	.000
Innovative Work Behavior	→ Project Success	.27	.05	5.46	.000
Inclusive Leadership	→ Project Success	.43	.04	10.21	.0000
			LL 95& CI	UL 95& CI	
<b>The Mediating Effect of Innovative Work Behavior</b>					
Bootstrap results for indirect effect			.07		.21

N=313, \*p < 0.05 \*\*p < 0.01. P is significant at 0.01 levels (2-tailed); P is significant at 0.05 levels (2-tailed)

Note. Un-standardized regression coefficients reported. Bootstrap sample size 5000.

LL = Lower limit; CI = confidence interval; UL = upper limit

Table 4.4 represents regression analysis. The next table represents the regression analysis. Hypothesis 1 states that Inclusive leadership positively and significantly affects the success of the project. The result indicated by conducting the analysis show that knowledge Inclusive leadership is positively associated with project success. Regression coefficient indicates ( $\beta=.43$ ,  $p<.00$ ), Supporting hypothesis one. Hypothesis 2 states that innovative work behavior positively mediates the relationship between inclusive leadership and project success.

For interpreting the mediating role of innovative work behavior between inclusive leadership and project success Barren and Kenny (1986) a four step linear regression analysis was used. In the first step impact of inclusive leadership was regressed with the dependent variable which is project success the results were found to be positively associated ( $\beta=.43$ ,  $p<.000$ ).

In the second step innovative work behavior was regressed with the dependent variable which is project success the results were found to be positively associated ( $\beta=.27$ ,  $p<.000$ ). In the third step inclusive leadership was regressed with the mediating variable which is innovative work behavior the results were found to be positively associated ( $\beta=.51$ ,  $p<.000$ ).

As all of these were found significant in the last step inclusive leadership was regressed with the dependent variable project success in between controlling the impact of the mediating variable i.e. innovative work behavior. The results approves the hypothesis showing that the innovative work behavior mediates the relationship between inclusive leadership and the success of the project as the result show non zero value between upper and lower level confidence interval.

TABLE 4.7: Moderator

Predictors	PS		
	B	R <sup>2</sup>	Δ R <sup>2</sup>
<b>Step 1</b>			
Control variables		0.029**	
<b>Step 2</b>			
IL	.346**	0.659**	0.631**
KS	.433**		
<b>Step 3</b>			
Int ( IL*KS)	-.013ns	0.659ns	0.000ns

N=313, \*p < \$ 0.05 \*\*p < \$ 0.01. Control variables were, Gender, Age, Experience and Qualification

The table 4.5 shows the moderation effect of knowledge sharing on success of the project. hypothesis 3 "Knowledge sharing positively affects the success of the project" was tested through the analysis Barren and Kenny (1986) three step regression analysis to test the moderation effect of knowledge sharing. For confirmation of result three steps were run.

In the first step, innovative work behavior was regressed with project success ( $\beta=.346$ ,  $P<.001$ ) in the next step knowledge sharing was regressed with project success and control effect of innovative work behavior ( $\beta=.433$ ,  $P=0.001$ ) In the last step the effect of inclusive leadership was combined with the knowledge sharing by making the interaction term and then it was regressed which showed the results as ( $\beta=-.013$ ,  $P=ns$ ). Results confirm that knowledge sharing does not moderates the relationship between inclusive leadership and innovative work behavior.

### 4.3 Summary of Accepted and Rejected Hypothesis

$H_1$  :There is a positive association between Inclusive leadership and Innovative work behavior. (Accepted)

$H_2$  : Inclusive leadership is significantly and positively associated with project success. (Accepted)

$H_3$  : Innovative behavior mediates the relationship between Inclusive leadership and success of the project (Accepted)

$H_4$  : Knowledge sharing moderates the relationship between inclusive leadership and innovative work behavior. (Rejected)

# Chapter 5

## Discussion and Conclusion

### 5.1 Introduction

This chapter discusses the hypothesis relationship details, reasoning of accepted and rejected hypothesis, theoretical implication, practical implication, strength and weaknesses of study, limitations and future direction.

### 5.2 Discussion

Leader member exchange theory, which is the underpinning theory for the proposed model depicts the purpose of the current study. As the purpose of this model was to figure out the impact of inclusive leadership on project success with mediating role of innovative work behavior and moderating role of knowledge sharing. The model was specifically studied in project based organizations of Pakistan. Leader is the most iconic figure of an organization. Leader should have the required capabilities and instincts to lead a project toward success. The findings of the study turned out to be similar as the hypothesized model.

As it was figured out that inclusive leadership is positively and significantly associated with project success. Likewise the other hypothesized relationship including the mediation showed significant results. Which is the impact of innovative work behavior between inclusive leadership and project success. As anticipated, the

findings of the study were in congruous with hypothesized model. On the other hand impact of the moderator wasnt seen to be significantly associated between the proposed independent and dependent variable, i.e. the impact of knowledge sharing between Inclusive leadership and innovative work behavior. So Particularly as the objective of this study was to find ou the impact of inclusive leadership on project success with mediating role of innovative work behavior and moderating effect of knowledge sharing. Lets discuss each hypothesis in detail.

Detailed discussion of the hypothesis is as below

### **5.2.1 Inclusive Leadership and Innovative Work Behavior**

$H_1$ : There is a positive association between inclusive leadership and innovative work behavior.

Results of the study show that there is a significant relationship between inclusive leadership and innovative work behavior. When the leader will be inclusive he will welcome innovation and employees will be persuaded to initiate uniqueness. Inclusive leader appreciates employees to take risks which could be fruitful for the organization. The results of the study are in line with the previous study as according to Carmeli, Reiter-Palmon, & Ziv, (2010) Inclusive leader is the one who appreciates his employees by welcoming the ideas and helps them think to rebuild and innovate. He clearly communicates the underlying purpose and sets them free to create something unique and do things on their own. Thus the purposeful inclusive nature of the leader plays a significant role to provoke innovativeness.

Similarly Dorenbosch, Engen, & Verhage (2005) highlighted the employees who were set free to propose their ideas and perform work according to their own way without setting conventional standards were better than the one who were given exact tasks with detailed strict conventional setting. This sense of independence and authority can only be inculcated by the leader. He can set the employee free to do the work on his own way. Hence inclusive leader sets the employees free to bring in innovative ideas through non conventional work setting.

On the other hand only providing a sense of innovativeness isn't just enough. Such environments should also be set in which could help the employees to innovate and bring in something unique and new. As it is stated by De Jong & Den Hartog (2010) that such work settings should be provided to the employees which could help them enhance their capabilities and test new ideas. Likewise the current study is also in line with the work of Nemhard & Edmondson (2006) who proposed that Inclusive leader takes most of the decisions by discussing it with the employees so that employees may feel more open and authoritative to perform their work duties according to their own way. They feel that they own their work they become more open to discuss the ideas and perform the work which would be more productive and appreciable for the project.

By the above discussion we come to this conclusion that inclusive leader can emerge a sense of innovation among the employees by playing his role as a mentor and by becoming the kind of person who listens and appreciates their ideas. So while hiring a project leader it should be kept in mind that if we are dealing with a project where we need ultimate uniqueness, innovation, market compatibility and according to the changing market environment then the person should have inclusive skills because in light of above discussion it is proved that:

Inclusive leadership has a great impact on innovative work behavior. Because it is positively and significantly important for a person to create a sense of uniqueness.

### **5.2.2 Inclusive Leadership and Project Success**

$H_2$ : There is a positive association between Inclusive Leadership and Project Success.

Innovative work behavior of the employees is really helpful and beneficial for the project success because it can easily improve and increase the major task performance and possible outcomes of a project (Drner, 2012). Encouragement, improvement in performance, profit and loss affects the innovative work behavior of an employee (Yuan and Woodman, 2010). Due to changing environment an organization has to support the innovative behavior of the employees for making the

project successful and for enhancing the capability of competing with competitors (Ramoothy, Flood, Slattery, & Sardessai, 2005).

To improve an innovative behavior, an organization must provide a social environment in an organization because an innovative behavior can easily bring new ideas and can find the solution of different problems (McLean, 2005). An innovative work behavior of an employee has a creative mind full of creative ideas which can be valuable to identify the problem and to implement the solution of different problems (Carmeli & Schaubroeck, 2007; Huthwaite, 2007).

In this Competitive World, There is a need of innovative work behavior and it is considered as the most important factor for achieving goals and meeting objectives, Basically Projects are a dominant tool for starting economic value, adoptive competitive advantage and creating business benefits for the organizations that's why every organization set their objective according to this strategy.

The quality of work also affects the project success (Good quality, Bad quality). Bad management usually results in project failure, While the components which effect the innovative work are (Opportunity Exploration, Idea Generation, Championing, Application) (R. Chatchawan et. al. 2017). Management has ability to change the shape of a project according to their needs and organizational aspects or objectives. There are different factors affecting the success are time limit, budget, Staff, schedule, performance, client satisfaction, Skills Project success is a complex and often unreal paradigm, but nevertheless it is of critical status to active project implementation and nothing is impossible in the world if these impossibilities are locking our way of success then there is a key to unlock these impossibilities and that is hard work and true feelings about that work.

The researches show that creative, inventive, and organic structure are very much important for success (Martins & Terblanche, F. 2003). The quality of work also affects the project success (Good quality, Bad quality). In a world of innovation everyone is working hard to achieve their goals. For this purpose we need to work according to some specific criteria (processes) but as we know everything in this world have good and bad impacts. So these researches are in line with the current research.

### 5.2.3 Knowledge Sharing Acts as a Moderator Between Inclusive Leadership and Innovative Work Behavior

*H*<sub>3</sub>: Knowledge sharing is positively associated with inclusive leadership and innovative work behavior

This hypothesis was not accepted. The findings of this paper suggest that there is not any significant effect of knowledge sharing on innovation and project success but. Counter arguments suggest that according to research most of the project fails due to less involvement of team members during the project plan. (Thamhain, H. J. (1990) and due to lack of involvement in project plan most of the team members do not agree on a specific point which leads towards conflict between members of different teams working on the project, this happens most of the time because all the work management is handled by a single manager who has to report as well as provide specific information to higher management (Drner, N. (2012)). So the exact dose of knowledge should be inculcated toward the team members for proper execution of the project.

An Inclusive Leader is the role model for setting new trends in inclusive behavior, listens to and seeks out of the views of variety of people and takes account of these views, without biasness, in the decision they make, they appreciate the subordinates for their vision and participation (Groysberg & Slind, 2012). Inclusive leaders create more diverse and creative workplaces where employees feel connected to and supportive of one another (Javed, Naqvi, Khan, Arjoon & Tayyeb, 2017). The team members may have differences in terms of knowledge or they may have different values. The project leaders have the ability to leverage the differences of members and to carefully manage the conflicts between groups hence improving the employees performance. Inclusive Leadership can help to delineate the vital importance diversity and conflicts by promoting the effective management of diversity and conflicts in workgroups for project success.

Inclusive leadership is essential for making the project successful and effective. For project success, it is necessary to recruit the professional, experienced and well trained HR team (Jalil, 2017). Project manager is key to success in a team because

a project manager has the ability to explore different ideas with the capability of commitment, courage to speak about imperfections, cognizance, curiosity to bring new ideas, cultural intelligence and collaboration power (Bourke & Dillon, 2016). A good manager should have inclusive leadership capabilities as well as performance of the organization can also be easily measured by inclusive leadership (Carmeli, Reiter-Palmon, & Ziv, 2010).

Strong leadership is the power to transform the idea into actuality. Time, efficiency, budget and defining the scope is really important in project management (Carvalho, Patah, & de Souza Bido, 2015). So the project manager has to maintain these three traits for a successful project and for the organizational assets in a changing market and business. Therefore, it is significant to train and improve the skills and knowledge of project managers or leaders. It can be made possible through effective training and educational institute for enhancing their capability for strong leadership (Ramazani & Jergeas, 2015).

Similarly A Karl Serivby (2007) who is the professor of knowledge of management is searching and have analyzed free text comments 2,988 by respondents. Across 92 business units 12 companies found that respondents blamed their senior supervisors and managers because of their lack of knowledge and some of the managers perceived resistant to knowledge, the issue is that what they do not do. As managers are perceived not to share knowledge to others. So a leader should have a lot of knowledge to deal with the team and a leader must be active in order to share knowledge in appropriate ways or directions therefore a knowledge sharing is a critical process by which members interact to share their ideas information and suggestions related to their team task (Srivastava, Bartol, & Locke, 2006). Though few studies do not relate with the current study its a new finding that there is no role of knowledge sharing between inclusive leadership and innovative work behavior.

### **5.3 Practical and Theoretical Implications**

Top management should keep the importance of innovation in mind as it is an important element to produce positive outcome moreover this study highlights and provides a charming contribution toward project success theoretically. If we have to sustain in a rigorous changing and unpredictable digital market where the customers behaviour changes instantly we should focus on innovative our products and according to the results of the study it is possible through inclusive leadership. This study has contributed to the new domain in previous literature. While dealing with the projects during their execution and other stages this study is going to add empirical evidence to the theory and managerial practical evidence as well.

### **5.4 Strength, Limitations and Future Directions**

This study is based on strong methodological method. We dont have laws in social sciences; there are always few limitations to social science research because the things attached with human mindset cant be predicted exactly so these researches cant be 100% authentic so there are some obvious limitations of the study. The data was collected from the employees of project based organizations. There are some cultural and contextual which affect the results of the study. Additionally the data was only collected from project based organizations through judgmental sampling so data can be gathered more effectively through some other sampling method. The data were only collected from few cities of Pakistan and sample size was 313. For future some other kind of sampling technique and no. of respondents can be increased to get a better picture of the study.

There is another possibility that respondents may not have particular knowledge about the exact mechanism under study. Research model was chosen after proper investigation and tests but there can be little variations in other contextual settings and other industries other then project based organizations.

## **5.5 Conclusion**

This study was conducted to analyze the impact of Inclusive leadership on project success along with the mediating role of innovative work behavior and moderating role of knowledge sharing and this study was conducted on project based organizations in contextual setting of Pakistan. Results interpretation concludes that inclusive leadership plays a vital role toward successfully implementing the projects and enhances the outcome in a positive way likewise innovative work behavior has a significance effect on the outcome but the proposed moderating relationship was rejected which means that it is not much significant to inculcate innovative work behavior through inclusive leadership.

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# Appendix

**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY ISLAMABAD**

Department of Management Sciences

## **Questionnaire**

Dear Participant,

I am students of MS Project Management Sciences at Capital University of science and technology Islamabad. I am conducting a research on Impact of Inclusive leadership on Project Success, testing of a model in Projects.

You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

**Arslan Mir**

**Inclusive Leadership**

1	The manager is open to hearing new ideas (openness)	1	2	3	4	5
2	The manager is attentive to new opportunities to improve work processes (openness)	1	2	3	4	5
3	The manager is open to discuss the desired goals and new ways to achieve them (openness)	1	2	3	4	5
4	The manager is available for consultation on problems (availability)	1	2	3	4	5
5	The manager is an ongoing 'presence' in this team—someone who is readily available (availability)	1	2	3	4	5
6	The manager is available for professional questions I would like to consult with him=her (availability)	1	2	3	4	5
7	The manager is ready to listen to my requests (availability)	1	2	3	4	5
8	The manager encourages me to access him=her on emerging issues (accessibility)	1	2	3	4	5
9	The manager is accessible for discussing emerging problems (accessibility)	1	2	3	4	5

**Innovative Behavior**

1	I Search out new technologies, processes, techniques, and/or product ideas	1	2	3	4	5
2	I Generates creative ideas	1	2	3	4	5
3	I Promote and champion ideas to others	1	2	3	4	5
4	I Investigates and secures funds needed to implement new ideas	1	2	3	4	5
5	I Develop adequate plans and schedules for the implementation of new ideas	1	2	3	4	5
6	I am innovative	1	2	3	4	5

**Knowledge sharing**

**1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree**

<b>1</b>	People in my organization frequently share existing reports and official documents with members of my organization	1	2	3	4	5
<b>2</b>	People in my organization frequently share reports and official documents that they prepare by themselves with members of my organization	1	2	3	4	5
<b>3</b>	People in my organization frequently collect reports and official documents from others in their work	1	2	3	4	5
<b>4</b>	People in my organization are frequently encouraged by knowledge sharing mechanisms	1	2	3	4	5
<b>5</b>	People in my organization are frequently offered a variety of training and development programs	1	2	3	4	5
<b>6</b>	People in my organization are facilitated by IT systems invested for knowledge sharing	1	2	3	4	5

**Section 4: Project success**

**1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree**

1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated.	1	2	3	4	5
3	The outcomes of the project are used by its intended end users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained.	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end users, either through increasing efficiency or effectiveness.	1	2	3	4	5
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem.	1	2	3	4	5
7	I was satisfied with the process by which the project was implemented.	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented	1	2	3	4	5
9	The project had no or minimal start-up problems because it was readily accepted by its end users.	1	2	3	4	5
10	The project has directly led to improved performance for the end users/target beneficiaries.	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries	1	2	3	4	
12	Project specifications were met by the time of handover to the target beneficiaries	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5

Please provide following information.

	1	2
<b>Gender</b>	Male	Female

	1	2	3	4	5
<b>Age</b>	18-25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
<b>Qualification</b>	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
<b>Experience</b>	5-10	11-16	17-22	23-28	29-35	36 and above

*Certificate*

This is to certify that **Arslan Mir** bearing Registration No. **MPM161001** has incorporated all the observations made by thesis supervisor. The title of the thesis is: **Impact of Inclusive leadership on Project Success, testing of a model in Projects**

Forwarded for necessary action.

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**Hafiz Muhammad Adnan**

(Thesis Supervisor)