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TECHNOLOGY, ISLAMABAD



**The Impact of Inclusive Leadership on
Team Performance: The Mediating Role
of Employee Resilience and the
Moderating Role of Remote Work in
Project-Based Organizations**

by

Syed Kashan Azam

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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*“This thesis is dedicated to my late father, my beloved mother,
my brothers, my sister, and all my teachers”*



CERTIFICATE OF APPROVAL

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Abstract

Inclusive Leadership and its impact on Team Performance through mediation by Employee Resilience and moderation by Remote Work in project-oriented companies is an attempt in this research study. The work of this research finds its foundation in Leader-Member Exchange Theory, as the leader-member relationship is the central driver of workplace dynamics and their resultant performance outcomes. A quantitative research design was adopted, collecting data from 391 employees working in project-based organizations in Pakistan. Using PROCESS Macro Model 5 in SPSS, statistical analyses—including descriptive statistics, correlation, mediation, and moderation tests—were conducted to validate the hypotheses. The findings reveal that Inclusive Leadership significantly enhances Team Performance, but this relationship is partially mediated by Employee Resilience. This suggests that Inclusive Leadership is a predictor that helps to build resilience in employees, which has a positive impact on team performance. Remote Work, on the other hand, did not have a significant impact on the relationship between Inclusive Leadership and Team Performance, indicating that virtual work settings bring in extra challenges to the efficacy of leadership. This study has theoretical importance by its extension of LMX Theory, which highlights that leader-team relationships are pivotal in building resilience, a performance driver. In practice, the study implies that organizations must introduce leadership development programs with an emphasis on inclusive leadership styles, resilience development programs, and remote working adjustment programs to unleash the ultimate levels of employee engagement and productivity. Future studies must address cross-cultural comparisons and longitudinal studies to assess the long-term implications of Inclusive Leadership in multicultural organizational contexts.

Keywords: Inclusive Leadership, Employee Resilience, Team Performance, Remote Work, Leader-Member Exchange (LMX) Theory

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Abbreviations

ER	Employee Resilience
IL	Inclusive Leadership
LMX	Leader-Member Exchange
PBOs	Project-Based Organizations
RW	Remote Work
SPSS	Statistical Package for the Social Sciences
TP	Team Performance

Chapter 1

Introduction

1.1 Background

In the developing scenario of organizational management, the inclusive leadership emerges as an important approach to champion variety, equity and inclusion. Inherent in the principles of transformational leadership, this contemporary style focuses authentically attractive and cooperating with team members to create an environment, where each person feels valuable and respected despite his background. Inclusive leadership refers to the ability to recognize and celebrate the uniqueness of organizational members while promoting a sense of belonging across decision-making, information networks, and participation in informal groups (Mor Barak, 2015). The inclusive leadership is characterized by leaders who attempt to ensure fair treatment for all, appreciate unique contribution, and actively involve team members in decision making processes and (Al-Atwi and Al-Hassani, 2021).

This approach not only increases employee satisfaction, but also increases innovation and performance within organizations (Randel et al., 2016). The importance of inclusive leadership has achieved traction because organizations fast diverse work environment and markets. Leaders who embrace this approach understand that it is not only beneficial to align organizational goals with inclusiveness, but is essential for continuous success. By evaluating various approaches, ensuring equal access to opportunities, and empowering employees through autonomy, inclusive

leaders promoted the culture of supporting communication. This nutrition environment enables all team members to express their views independently, eventually increases employee engagement and runs better organizational performance using full potential of diverse teams ([Van Buskirk, 2020](#)).

Increasing interest in inclusive leadership within organizational research can be held responsible for focusing on the cultivation of auxiliary and participating work environment. Studies have shown that inclusive leaders encourage the diversity of thoughts, give importance to personal contribution, and create a feeling of being related among team members, which improves organizational results ([Carmeli et al., 2010](#); [Nembhard and Edmondson, 2006](#)). This leadership style is particularly important in dynamic and uncertain environment, where adaptability and innovation are paramount ([Choi et al., 2017](#)).

The inclusive leadership promotes a collaborative environment that increases psychological security and strengthens the dynamics of the team. Leaders who practice inclusive behavior encourage employees to contribute to ideas without fear of negative results, creating culture of openness and faith ([Carmeli et al., 2010](#)). This leadership approach helps in creating a flexible task force that is capable of effectively managing the challenges of the workplace, improves overall performance and well ([Kearney and Gebert, 2009](#)).

([Umrani et al., 2024](#)) discuss how inclusive leadership enhances employee well-being and overall job performance by promoting empowerment and providing emotional support.

The team's performance symbolizes the ability of a group to achieve its objectives by nurturing individual contribution and cooperation between members. High-performing teams are characterized by a strong sense of work-oriented behavior, effective communication and harmony, which increases its ability to meet collectively shared goals ([Salas et al., 2008](#); [Ahmed et al., 2023](#)). The dynamics of the team's performance are deeply influenced by leadership styles, communication practices and organizational contexts, which play an important role in shaping how all teams function.

Leadership, in particular, significantly affects the dynamics of the team. Effective leaders cultivate environment that encourage participation and openness, promoting the culture of engagement and inspiration among team members. The transformational leadership is shown to positively influence the performance of the team by promoting enthusiasm and commitment within the group (Akpapere et al., 2021). Meanwhile, strong communication practices ensure alignment among team members, facilitates achievement of general objectives (Salas et al., 2008; Jones and Harrison, 1996). Driving is important for success to success between personal contribution and team dynamics.

Positive interactions between team members may greatly boost the team's overall performance. According to studies, high-performing teams not only obtain from having a diverse range of abilities but also use these differences to foster innovation in difficult circumstances (ZHANG, 2022). This cooperative endeavor allows the teams to adapt to the changing circumstances, which eventually leads to enhanced performance and long-term success (Subramanian et al., 2024).

Employee flexibility is defined as the ability to recover from work-related stressors and overcome performance and welfare barriers (Tileagă et al., 2022). This encompasses adaptability, persistence, and resources in the face of adversity. Employee flexibility is critical for helping people adapt and prosper in a fast-changing environment. According to (Xintian and Peng, 2023) inclusive leadership generates a supportive organizational atmosphere, improving individuals' perceived internal states and ability to deal with problems at work, hence increasing flexibility.

This concept line up with the psychological security model, emphasizing that when employees feel safe to be openly attached, they are more to handle stress without fear of unfavorable results. Flexible and better equipped (Edmondson, 1999). Additionally, inclusive leaders increase the development of psychological capital - Hope, efficacy, flexibility, and optimism - who can add to organizational competition (Luthans et al., 2006). Inclusive leaders promote a work environment that not only encourages employee engagement in creative works, but also makes flexibility by promoting the culture of psychological security. It is important to pursue dynamic organizational performance and employee welfare between leadership and flexibility (Hundschell et al., 2024).

Remote work has continuously gained importance due to technological advancements and shifts in organizational structures, particularly following global events such as the COVID-19 pandemic. This discussion excludes gig-based platforms like Upwork and Fiverr, focusing solely on companies that offer structured remote work arrangements to their employees. The flexibility of remote work allows project team members to operate other than traditional office environments, providing more autonomy over location and working hours. Research by (Gajendran and Harrison, 2007) found that remote work is linked with improved job satisfaction, largely because it facilitates good work-life balance. However, this working arrangement also brings challenges such as social isolation, which can negatively affect collaboration and team cohesion (Golden et al., 2008).

Effective leadership is important in remote work settings, particularly in fostering communication and inclusivity within virtual teams. Leaders who adopt supportive and adaptive communication strategies can mitigate the risks of disconnection and ensure continuous engagement (Sardeshmukh et al., 2012). Moreover, successful remote work environments depend heavily on trust between managers and employees, as remote employees operate with more autonomy and less direct supervision than their in-office counterparts (Taskin and Bridoux, 2010).

Employee self-regulation and resilience are important in navigating the demands of remote work. Research suggests that individuals with strong self-management and adaptability skills are more likely to blossom in remote settings (Wang et al., 2021). Psychological resilience in particular plays an important role in helping employees handle the inconvenience of working from home, such as managing the blurred boundaries between personal and professional life. Resilient employees tend to better deal with these challenges, maintaining both their productivity and well-being (Felstead and Henseke, 2017).

While remote work offers several benefits in terms of flexibility and autonomy, its success depends on effective leadership, trust, and individual resilience. As organizations continue to accept remote work, a more understanding of these dynamics is essential to optimize performance and employee satisfaction.

1.2 Research Gap

In the developing scenario of organizational research, the relationship between the inclusive leadership and the performance of the team, especially through the lens of employee resilience, has enhanced the attention of scholars. Recent studies suggest how the inclusive leadership promotes, bursting employees against the stress of the workplace and increasing the effectiveness of the team.

The inclusive leadership has been found to have a positive team's climate to resolve and promote a sense of fairness, which supports flexibility between employees (Orekoya, 2024). It aligns with the notion that the inclusive leadership creates a supportive environment that encourages trust, cooperation and flexibility within the teams (Choi et al., 2017).

While other studies have focused on psychological capital and welfare as mediators, the impact of resilience remains unknown. According to recent literature, resilience is a resource that allows individuals to deal with adversity and develop in a difficult task environment, potentially improving team performance (Zhao et al., 2023). This indirect influence of resilience and inclusive leadership highlights the need for more research on how leaders may vigorously encourage resilience beyond viewing it as a core trait (Xintian and Peng, 2023).

Furthermore, past research has focused mostly on Western cultures, raising questions about the cross-cultural validity of these findings. Scholars have requested greater research in non- Western settings to better understand how cultural factors influence the relationships between inclusive leadership, resilience, and team success (Orekoya, 2024).

In addition, with the rise of remote work, it is important to examine its role as a moderate factor in this regard. Remote work can significantly affect the dynamics, confidence and cooperation of the team. Some research suggests that the remote work environment, when effectively managed, may increase resilience by providing more flexibility and autonomy (Wang et al., 2021).

However, remote work offers obstacles such as isolation and poor communication, which, if not addressed, can undermine the good impact of inclusive leadership

(Felstead and Henseke, 2017). Future research should look at the impact of remote work and the effect role of resilience to have a better understanding of how inclusive leadership influences team performance in the virtual and cross-cultural environments.

1.3 Problem Statement

In today's dynamic project-based organizational environments, maintaining consistent and high levels of team performance has become a critical challenge. The temporary and goal-driven nature of project teams, combined with increased workforce diversity, demands effective coordination, mutual understanding, and psychological safety among members. However, these essential elements are often undermined by limited interpersonal trust, ineffective communication, and varying levels of employee engagement. As teams are frequently composed of individuals with differing experiences, perspectives, and working styles, the lack of a unifying and supportive leadership approach can result in disconnection, reduced motivation, and compromised team output.

Moreover, the widespread adoption of remote work practices has introduced additional complexities. Physical distance, reduced face-to-face interaction, and increased feelings of isolation disrupt traditional team dynamics and present significant barriers to collaboration and performance. Employees working remotely may struggle with maintaining boundaries between professional and personal life, receiving timely support from leadership, or feeling psychologically connected to their teams. These conditions make it increasingly difficult for employees to remain resilient and productive, particularly in high-pressure project environments where adaptability and cohesion are critical to success.

1.4 Research Questions

1. Does inclusive leadership impact team performance?
2. Does inclusive leadership impact employee resilience?

3. Does employee resilience mediate the relationship between inclusive leadership and team performance?
4. Does remote work moderate the relationship between inclusive leadership and team performance?

These topics seek to fill gaps in leadership research by examining the impact of inclusive leadership on resilience and team performance, particularly in non-Western and remote workplaces.

1.5 Objectives of the Study

This objective aims to examine the direct impact of inclusive leadership on team performance by investigating how inclusive leadership fosters fairness, collaboration, and innovation within teams. By creating an environment where all team members feel valued and heard, inclusive leaders enhance motivation, engagement, and overall team effectiveness. This objective will explore how these leadership behaviors contribute to higher productivity and improved team outcomes.

Another objective seeks to analyze the relationship between inclusive leadership and employee resilience by examining how inclusive leaders create psychologically safe environments that promote emotional well-being, social support, and a growth mindset. When employees feel included and supported, they are better equipped to adapt to stress, recover from challenges, and maintain high performance even in difficult circumstances. This objective will highlight the mechanisms through which inclusive leadership strengthens resilience among employees.

A further objective focuses on assessing the mediating role of employee resilience in the relationship between inclusive leadership and team performance. Resilient employees are better able to navigate workplace challenges, sustain productivity, and foster team cohesion. This objective will evaluate whether inclusive leadership indirectly enhances team performance by building employee resilience, ensuring that teams remain effective under pressure.

Another goal aims to evaluate the moderating effect of remote work on the relationship between inclusive leadership, employee resilience, and team performance.

Remote work introduces unique challenges such as reduced face-to-face interaction, potential isolation, and communication barriers. This objective will examine how leaders can adapt their strategies to maintain inclusivity and build resilience in virtual teams, ensuring that remote work environments do not diminish leadership effectiveness.

Lastly, an essential objective is to provide practical insights for organizations on fostering resilience and enhancing team performance through inclusive leadership strategies. By identifying effective leadership practices and resilience-building programs, organizations can create more supportive and high-performing teams, particularly in remote and hybrid work settings. This objective will offer actionable recommendations for leaders to cultivate an inclusive and resilient workforce that drives long-term organizational success.

1.6 Significance of the study

This study is significant because it helps us understand how inclusive leadership affects team performance, namely through the mediating role of employee resilience and the moderating effect of remote work. As organizations operate in more diverse and dynamic situations, executives' ability to develop resilience and adjust to remote work becomes crucial. This study offers several important contributions:

By investigating the relationship between inclusive leadership, employee resilience, and team performance, this study adds to the existing literature on leadership theories and resilience frameworks. It advances our understanding of how leadership styles influence employee outcomes, particularly in distant work and culturally diverse contexts.

The study's findings will be valuable to CEOs in firms looking to boost team effectiveness. Organizations may help their teams overcome challenges, adapt to change, and maintain high levels of performance by identifying successful resilience-building projects using inclusive leadership.

This study expands our understanding of cultural impacts on leadership effectiveness by investigating the dynamics of inclusive leadership and resilience in non-Western

cultures. This is especially important in today's global workforce, as organizations come from many cultural backgrounds.

Given the rising popularity of remote work, this study addresses the current problems that firms face while managing virtual teams. It explores how remote work environments might impact leadership effectiveness and employee resilience, as well as advice on how to adapt leadership tactics in a digital context.

This study broadens our understanding of cultural impacts on leadership effectiveness by investigating the dynamics of inclusive leadership and resilience in non-Western cultures. This is especially important in today's global workforce, as businesses come from a diverse range of cultures.

The study aims to increase organizational performance by illustrating the critical role of inclusive leadership in fostering resilience and improving team outcomes. This can lead to higher productivity, greater innovation, and a more positive workplace culture, thereby benefiting both employees and organizations as a whole.

1.7 Underpinning Theory: Leader-Member Exchange (LMX) Theory

This study's theoretical foundation is based on Leader-Member Exchange (LMX) Theory, which highlights the significance of relationship quality between leaders and individual team members as a vital component in determining job effectiveness. The LMX Theory, developed by (Graen and Uhl-Bien, 1995), contends that leaders establish unique dyadic interactions with each team member rather than treating them similarly. These connections vary in quality from low to high, with high-quality exchanges marked by trust, respect, support, and loyalty, resulting in increased employee commitment, work satisfaction, and performance. Low-quality exchanges, on the other hand, are usually transactional and lack the depth of human connection, thereby limiting employee engagement and enjoyment (Graen and Uhl-Bien, 1995).

This theory is especially significant when studying inclusive leadership, a style that values justice, and belonging, and openness principles that are intimately related to

high-quality leader-member interactions. Inclusive leaders foster positive cultures by appreciating diversity and actively incorporating all team members in decision-making processes. Such leaders support LMX Theory by fostering high-quality connections that make team members feel valued and appreciated, regardless of their background. This method proposes that leaders who create strong LMX connections increase employee motivation, engagement, and commitment, resulting in increased individual and team performance ([Bauer and Green, 1996](#); [Erdogan and Bauer, 2010](#)).

In remote work environments, when face-to-face connection is limited, the quality of leader-member interactions is even more important. Remote work can exacerbate feelings of isolation and diminish the frequency of informal interactions, thereby undermining team cohesiveness and effectiveness. High LMX connections assist to reduce these risks by developing trust, keeping open lines of communication, and meeting employees' emotional and psychological needs ([Golden et al., 2008](#)). Leaders who maintain high-quality contacts with their remote team members help employees feel connected and supported, which can improve resilience—the ability to recover from stress and adapt to changing circumstances ([Golden et al., 2008](#); [Sardeshmukh et al., 2012](#)).

Employee resilience, defined as the capacity to recover from failures and adapt effectively in tough situations, is essential in remote and other complex settings. Leaders may build staff resilience by fostering high-quality connections and supporting inclusion, helping individuals to stay engaged and productive in the face of remote work challenges ([Walumbwa et al., 2011](#)). Employees with high LMX connections usually report a strong sense of support and security at work, which enhances psychological resilience and improves team performance by helping members to deal with problems and contribute successfully to team goals ([Henderson et al., 2009](#)).

Although LMX Theory originated in Western contexts, it has shown to be cross-culturally adaptable and useful in a wide range of organizational scenarios. In collectivist cultures, for example, employees generally prioritize interpersonal peace, communal welfare, and trust. High-level LMX interactions that promote justice,

respect, and inclusivity may supplement these cultural values, making inclusive leadership strategies successful across cultural boundaries.

Research demonstrates that high-quality leader-member exchanges are positively related to team cohesion and performance in both Western and non-Western contexts, highlighting the universality of the LMX approach when leaders demonstrate genuine care and commitment to team welfare (Rockstuhl et al., 2012; Chen et al., 2007).

The LMX Theory provides a solid platform for understanding how inclusive leadership affects employee resilience and, consequently, team performance. Leaders who foster positive connections with their teams may develop a resilient, cohesive, and high-performing team, particularly in remote work environments where isolation and limited communication are challenges. This theoretical framework enables study into the indirect impacts of inclusive leadership on team performance via resilience, with a focus on the moderating function of remote work and the cross-cultural applicability of these dynamics.

Chapter 2

Literature Review

2.1 Literature

Project-Based Organizations (PBOs) are distinguished by transitory, dynamic structures that strive to fulfill specific goals (Turner and Müller, 2003). These firms prioritize cross-functional collaboration and goal-oriented operations in the face of high uncertainty and complexity (Hobday, 2000). Teams within PBOs are usually created for short-term goals and dispersed after the project is over, posing particular obstacles in establishing cohesion and maintaining high performance (Shenhar and Dvir, 2007). PBOs demand a leadership style that is adaptive and responsive to project team dynamics (Xia, 2023).

Effective leadership within PBOs is critical to tackling these challenges. Leaders must handle complex project demands, meet tight deadlines, and create an environment that encourages adaptive problem solution (Nembhard and Edmondson, 2006). The ability to integrate diverse abilities and perspectives is essential, as project success is typically accomplished through cross-disciplinary teamwork (Turner and Müller, 2005).

2.1.1 Inclusive Leadership in Project-Based Organizations

Inclusive leadership is especially important in Project-Based Organizations (PBOs) where it is important to integrate different skills and viewpoints in order to meet

project objectives. This type of leadership includes encouraging all the team members, listening to their ideas and opinions, and creating a harmonious work environment (Randel et al., 2018). In other words, by focusing on the issue of equality, leaders build a company where every employee is appreciated and his or her input is valued, the company is diverse and everyone's experience and ideas contribute to the overall performance of the team (Ashikali et al., 2021). This is especially crucial in PBOs, where leadership must involve all team members in decision-making because the team is continually changing and work must be completed within a certain time range. Inclusive leadership is especially good in improving knowledge acquisition, problem solving, and innovation, all of which are essential components of effective project teams (Edmondson, 1999; Nembhard and Edmondson, 2006).

By promoting psychological safety and trust, inclusive leaders provide a setting in which employees are comfortable expressing their ideas and concerns without fear of backlash. Such openness not only increases collaboration but also increases team motivation, eventually resulting in better performance (Javed et al., 2017). Inclusive leadership has been shown to have a favorable link with innovative work behavior, owing to its support to the development of psychological safety. Participative leadership, a kind of inclusive leadership, has also been shown to help create a team-inclusive environment in which team members actively strive to attain organizational goals (Qasim et al., 2022). Inclusive leadership has also been shown to increase pro-social behavior among teams since employees feel more psychologically comfortable and have stronger connection with their supervisors (Wang and Shi, 2021).

With respect to PBOs, it becomes crucial for team leaders to quickly establish relational trust among the individual team members. Most members have never worked together before on a project. Since project teams last a short while, creating an inclusive atmosphere is, therefore, a kind of insurance that works against uncertainty and promises a smoother work relationship. In the organization in which inclusive leadership exists, team members feel they belong and are encouraged to present their unique opinions (Nishii and Mayer, 2009). That is extremely important in projects involving diverse cross-functional teams that can

leverage different perspectives into innovations or efficiencies. It has been proposed that inclusive leadership improves team performance by creating psychological safety among team members, allowing them to raise concerns, question assumptions, and propose new ideas without fear of retaliation (Edmondson, 1999).

In a high-stakes project context, psychological safety is critical for promoting agility and collaborative problem-solving (Xia, 2023). When organizations prioritize inclusion, they foster higher corporate commitment, leading to increased employee engagement and satisfaction (Ilyas et al., 2024). Leaders who cultivate an inclusive culture through diverse strategies create an environment where employees feel a strong sense of belonging. This sense of inclusion serves as a foundation for enhancing motivation, boosting productivity, and ultimately driving overall project success.

Furthermore, inclusive leadership enables multicultural or interdisciplinary project teams to incorporate all viewpoints into decisions, reducing the likelihood of misunderstanding and increasing team cohesiveness (Cox and Blake, 1991; ZHANG, 2022). In today's corporate world, where PBOs increasingly operate from diverse cultural and professional backgrounds, an inclusive leadership strategy is vital. Misunderstandings caused by cultural differences may be reduced via good inclusive leadership, fostering a collaborative atmosphere that capitalizes on the capabilities of a varied workforce.

Inclusive leaders are also skilled at managing power dynamics within project teams, ensuring that all members, regardless of experience or status, have equal opportunity to contribute (Randel et al., 2018). This leadership style is consistent with the core principles of effective project management, which see team participation as a key driver of corporate competitiveness and unity (Cox and Blake, 1991). Inclusive leadership has been shown to empower individuals in a range of industries by increasing self-determination, creativity, and autonomy, particularly in knowledge-intensive contexts like as educational and research institutions (Alwali, 2024).

Inclusive leadership leads to the advancement of sustainable project success through uniting the team effort and accepting diversity while creating a climate of openness and innovation. Since organizations have realized the importance of being inclusive

in their work environments, inclusive leadership becomes increasingly strong in ensuring performance, employee engagement, and ultimate organizational success.

2.1.2 Employee Resilience in Project-Based Organizations (PBOs)

The immediate problems encountered by employees employed in Project-Based Organizations (PBOs) include tight deadlines and ever-changing client demands and complex problem-solving tasks, making resilience critical for performance maintenance (Turner and Müller, 2003). This ability to adapt, to recuperate, and be productive amidst pressure is central to the other rationale: where projects normally operate under limited time and resource constraints (Luthar et al., 2000). Resilient employees can positively manage these stressors and, thus, ensure that standards of productivity and quality are maintained amidst uncertainty.

Inclusive leadership creates a work environment that allows psychological safety, support, and recognition, thus nurturing resilience (Randel et al., 2018). Employees who feel valued and included have more chances to overcome challenges and sustain engagement during pressure situations (Ali et al., 2022). Research indicates that leaders prioritizing inclusion are critical to helping employees establish helpful adaptive coping methods that minimize stress and enhance problem-solving abilities (Muhammad et al., 2021). This leadership perspective is especially important in PBOs where change is continuous so that it ensures employee motivation and a concentration on tasks with regard to project-related uncertainties.

Moreover, it has been noted that social support and rightful feedback from supervisors play crucial roles in building resilience. People would tend to approach difficult tasks more confidently while under pressure if they received an adequate amount of coaching and recognition from their leaders (Xintian and Peng, 2023). In addition, constructing strong psychological empowerment from involving employees in decision-making and autonomy increases the feeling of control, adding purpose to resilience (Alwali, 2024). Employees who think their contribution counts will spend far more time working through problems than simply checking out (Gong et al., 2024).

The challenges of project-driven workplaces need a certain amount of resilience among workers in order to recover from failures, stress, and accept change, which has a direct impact on project success. Resilient personnel are consistent and solution-oriented, allowing a firm to overcome unexpected difficulties successfully and on schedule. Resilience has also been linked to higher work satisfaction and lower burnout rates, making it an appealing factor for sustaining a stable labor force in the future (Zahoor et al., 2024). Meanwhile, the PBO has significant turnover rates, which disrupts project continuity; resilience-building programs would help to maintain work team effectiveness and project success.

Resilience of the staff is one trait quintessential to PBOs for sustaining team efficacy under pressure, adapting to change, and performance levels. Inclusionary leadership supports employees by establishing a conducive work environment thus leading to boosting their confidence. Employee resilience is another main factor needed in PBOs for keeping up with the increasing demand for dynamic project work and continuing both engagement levels and success aims...

2.1.3 Team Performance in Project-Based Organizations (PBOs)

Team performance, a critical determiner of the success of Project-Based Organizations (PBOs), in which the performance of teams is concerned with getting the project done in a timely manner, within budget, and with the client's expectation of quality (Mathieu et al., 2008). PBO teams are normally very diverse and versatile, which means that effective collaboration and communication are needed to assimilate their specializations and to optimize their expertise. Since these teams are temporary and aim-oriented, the creation of an atmosphere that can cultivate shared responsibility, adaptability and problem-solving is very crucial for the successful completion of projects (Turner and Müller, 2005). Inclusive leadership is a big boost to the team's performance in PBOs through putting the entire team in the driving seat of project goals and making sure that all the team members play roles in decision-making (Carmeli et al., 2010). Managers who bring in inclusivity build a culture where workers are appreciated, listened

to, and are motivated to chip in, thus leading to a deeper connection, resulting in increased creativity and cooperation—attributes that a well-functioning team should have (Randel et al., 2018). Research has proven that such leadership is beneficial in fast-track, high-stress project environments like inclusive leadership as it brings about team bonding, which in turn results in a level of cohesion that is not only increased but also better organized, thus everyone working according to the collective objectives (ZHANG, 2022). Through teamwork and the execution of collective purposes, an inclusive leader's achievement is attributed to the active involvement of each team member in shaping project strategies, thereby helping productivity to optimize and enhance the level of efficiency overall.

The origination for resilience of the employee, in the form of the workplace with open leadership, is still bettering the worker adaptability and problem-solving skills to the higher level. Resilient teams, in such situations, out of several problems like restrictions in resources, changes in priorities, and unexpected hindrances, are found to be in a better form of performance which is more sustainable and less bothering. According to some studies, resilient team members are more likely to bring about a proactive and solution-focused mindset thus, help in the quick resolution of problems and cutting down the interruptions (Wong and Law, 2017; Rutter, 2012). The focal point of successful leadership in this case is building, elaborating on different aspects in turn.

The temporary nature of the teams in PBOs is an additional topic supporting to the need for the fast onboarding and team cohesion development of project teams. The project teams, which differ in structure from the other types of work teams in a traditional organization, should have a trust relationship quickly to be still capable to cooperate at the required speed. Inclusive leadership is crucial in this case, on the one hand, by means of making all the team members forget about their background and position which on the other hand helps in creating the atmosphere of harmony and trust from the beginning. When the belonging and team identity become strong, employees feel to be part of the team and this, in its turn, makes them bring active participation and thereby knowledge sharing and collective success possible (Nembhard and Edmondson, 2006). This trust-based collaboration markedly contributes both to the effective teamwork and to the

favorable outcomes of the ventures.

Research that is current also puts much spotlight on the fact that the principal of an all-encompassing leadership fosters team learning behaviors and innovation in PBOs. Through creating such a kind of environment where psychology safety finds solace, all-inclusive leaders are offering an open and trusting atmosphere for new and innovative ideas, a place where constructive criticism is welcome, and problems are solved in a most creative manner. These are the more or less typical behaviors that are nearly not possible to bring out in those projects that have demands for elaborate solutions, repeated learning, and thinking that is out of the box (Edmondson, 1999). Whenever employees have the right words to ask a question and also dare to put it down, they become not only flexible in that they can change at a rapid pace but also become manned with a variety of ways to deliver high-quality and innovative projects.

2.1.4 Remote Work

Remote work as a concept has undergone substantial changes as a result of global disruptions that COVID-19 pandemic caused. Remote work is a member of the working styles apart from the office which is the most commonly known. An employee performs tasks at home using the functionality obtained from technology and also the part where he interacts and collaborates with a team that is far away. (Wang et al., 2021). The widespread change process to remote work actually lead managers and employees to discover or acquire new knowledge about the different dimensions of interaction that this change affects such as leadership, employee mental health and team performance. Also remote work means that the workers could perform their tasks in not only the office setting but also out the company's space for example homes of the employed people. Even though remote work is perfect as it offers great advantages such as flexibility and increased autonomy, it is a great challenge to make the team work together because of communication barriers, social isolation and sustaining team cohesion (Kniffin et al., 2021).

In leadership studies, remote work reshapes traditional leader-member interactions, particularly in relation to the Leader-Member Exchange (LMX) theory

and inclusive leadership. In physical office environments, high-quality leader-member exchanges are built through frequent face-to-face interactions, informal communication, and trust-building activities. However, in remote settings, physical distance and reduced informal interactions can weaken these exchanges, creating a sense of disconnection between leaders and employees (Bartsch et al., 2021). Leaders who can effectively maintain high-quality exchanges in virtual environments demonstrate adaptability in their leadership styles, ensuring that employees continue to feel engaged, supported, and valued despite the lack of in-person interactions.

The necessity of inclusive leadership has only increased in the case of remote work environments, since the main focus is on transparency, accessibility, and active support to the team. The leaders who support effective communication, establish justice, and create a sense of connectedness among everyone help to neutralize the adverse effects of the virtual work on the team's cohesion and motivation (Bartsch et al., 2021).

It has been shown that inclusive leaders who empower their followers to participate and create a psychologically safe environment for them can diminish feelings of isolation and disengagement that are commonly found in virtual work environments. Through the practice of proactively involving each of the team members in the decision-making process as well as keeping open lines of communication, inclusive leaders are the ones that are able to maintain team collaboration, motivation, and trust in the remote work settings (Contreras et al., 2020).

Remote work affects employee resilience as well, where resilience is defined as the ability to adapt and recover from challenges and stressors. Employees working remotely might encounter more loneliness, difficulties in work-life balance, and the supports for leaders and coworkers' reduction might be limited, which can cause the effectiveness of remote work to drop (Vaziri et al., 2020). Despite that, inclusive leadership lasts for a good while with the adoption of remote work, and the leaders who give favorable conditions to develop the capacity are actually those who create robust employee workforce. They do so by setting up a safe and fun working atmosphere, finding ways for the workers to get close to the physical distance and lack of social interactions in remote work, and among the numerous stressors

(Contreras et al., 2020). The employees who remain resilient and maintain their productivity during the times of uncertainty are the ones who have continuous communication with, receive constant recognition and emotional support from their managers (Wang et al., 2021).

Recent research has brought to the fore the moderating function of remote working in the relationship of inclusive leadership, employee resilience, and team performance. Research shows that working remotely changes the traditional behavior of the team, and so it is difficult for the leaders to keep engaging, collaborating, and trusting (Kniffin et al., 2021). Nonetheless, the leadership style emphasizing the key aspect of communication, psychological safety, and emotional support tend to overpower these challenges, thereby showing the improved resilience and performance in remote teams (Wang et al., 2021).

Leaders who embrace technology-enabled interaction methods like virtual check-ins, collaboration online platforms or inclusive team discussions, can guarantee that employees will not feel isolated or disempowered even though they are remote. On one hand, remote work emerges as a challenging factor for team performance, however, other studies indicate that it can also contribute to productivity and efficiency if employees receive the necessary resources, guidance, and leadership support (Bartsch et al., 2021).

Being inclusive leadership is a type of leadership that not only breaks through the physical gap between team members but also creates a climate of trust, psychological safety, and, ultimately, the result is maintained work performance at the high level. Leaders who are successful in the complexities of remote work can form a climate in which an employee is resilient, engaged, and valued, and this leads to individual and team improvement (Contreras et al., 2020).

Remote work modifies the link between inclusive leadership, employee resilience, and team performance by providing new leadership challenges and possibilities. As companies implement hybrid and completely remote work models, knowing how distant work affects leadership effectiveness and team dynamics will be critical for improving employee well-being, resilience, and overall organizational performance.

2.2 Hypothesis Development

2.2.1 Inclusive Leadership and Team Performance

The inclusive leadership plays a major role in project -based organizations (PBOs), where teams made of different skills and different individuals with background come together to temporarily achieve certain objectives. Unlike traditional organizational designs, the PBO depends on short-term, dynamic teams that must establish a quick collaboration and trust to achieve project success (Korkmaz et al., 2022; Scott-Young et al., 2019). Given the temporary nature of these teams, leadership incorporated to ensure harmony, engagement and high performance by recognizing the value of diversity and actively benefiting the unique powers of each team member.

One of the primary methods by which the leadership enhances the influence of the team promotes a strong understanding of the relationship. The leaders involved ensure that each worker feels valuable, respected and part of the project, which immediately improves their motivation, dedication and general participation. PBOS is particularly important in situations when staff members do not have a common experience of working together and need a harmonious leadership style to feel connected and inspired (Leal Filho et al., 2020). According to studies, workers perform the best levels of organizational engagement and job satisfaction when they see their leaders as their assistants, which eventually promotes the team's performance and project efficiency (Ahmed et al., 2021).

Another major factor affected by the inclusive leadership is psychological security, which plays an important role in team cooperation and innovation. Leaders who adopt an inclusive approach actively encourage open communication, transparency and sharing knowledge, ensuring that the team members of the team are decisions or negative results without fear of fear of their opinion, worry and feel comfortable in giving voice to creative thoughts. Psychological security promotes mutual trust within the teams, enabled members to engage in creative discussions, challenge beliefs and propose innovative solutions PBOs (Contreras et al., 2020) Important aspects of. By promoting an open and safe work environment, inclusive leaders

contribute to more effective problem-solution processes, high-quality decision making and overall project results.

In addition, the inclusive leadership increases the team's performance by effectively managing conflicts and promoting just cooperation. Given the diverse background and level of expertise within PBO teams, conflicts are unavoidable. However, the inclusive leaders struggle creatively, maintaining the harmony of the team (Ahmed et al., 2021) and convenience discussions by respecting different views. To create a fair and supportive work environment where a member of each team has a equal opportunity to participate and grow, ensure that prejudice and prejudice are minimized. This justification environment increases the morale, enhances group problems-solution capabilities, and increases overall productivity by coordinating the team's efforts with commercial purposes (Sacavém et al., 2019; El Bakkali, 2020).

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problems-solution capabilities, and increases overall productivity by coordinating the team's efforts with commercial purposes (Sacavém et al., 2019; El Bakkali, 2020).

One of the main determinants of team effectiveness in PBOs is inclusive leadership. Through the promotion of psychological safety, fair collaboration, and effective communication, inclusive leaders create a work environment that fosters trust, engagement, and high performance. Apart from tackling the unique challenges faced by short-term project teams, this leadership approach fosters innovation, adaptability, and congruence with the overall objectives of the organization (Contreras et al., 2020). As organizations continue to operate in increasingly complex and diverse environments, inclusive leadership becomes an essential strategy to ensure long-term success and sustain high-performing project teams.

H₁: Inclusive leadership positively effects team performance.

2.2.2 Inclusive Leadership and Employee Resilience

The inclusive leadership has a significant positive effect on the employee flexibility, especially in the dynamic and high-pressure organizational environment. Flexibility is defined as adaptation, recovery and flourishing among challenges, is an important feature for employees navigating the demands of uncertainty, stress, and developed workplace. Included leaders actively create environment where employees feel valuable, respect and supported, promoting a sense of psychological security. This enables security staff to give their opinion, seek support and deal with challenges without decisions or vengeance (Randel et al., 2018). When employees consider their work environment to be fair, inclusive and open for communication, they develop more self-efficiency and confidence, essential components of flexibility (Nishii and Mayer, 2009).

One of the major mechanisms through which the inclusive leadership enhances flexibility, provides for social support. Employees who consider their leaders acceptable, sympathetic and accessible are more likely to get help, share concerns and engage in creative problem-composition during stressful situations. This leadership supports the psychological tolls of the challenges of the support workplace,

promoting adaptive sexual strategies that help employees navigate difficulties without experiencing burnout or disintegration (Marri et al., 2021). In addition, the inclusive leaders recognize and appreciate the unique strength of the member of each team, which strengthens the feeling of related and purpose. When employees are accepted for their contribution, their internal motivation increases, which can make them firm through failures and create flexibility (Randel et al., 2018).

Inclusive leadership helps teams stay adaptable by encouraging continuous learning and career growth. When leaders create clear decision-making processes and promote knowledge sharing, employees feel supported in improving their skills and tackling challenges with confidence. In a workplace that values growth, mistakes aren't seen as failures but as opportunities to learn—especially when teams collaborate across different functions. This kind of supportive culture helps employees stay flexible, navigate uncertainty, and handle high-pressure situations effectively (Xintian and Peng, 2023).

In project-based outfits (PBOs) and other dynamic settings, the positive impact of the inclusive leadership on employee flexibility is particularly clear. PBOs fast work in the book environment that is characterized by transferring priorities, tight deadlines and high uncertainty, often keeping employees under significant stress. The inclusive leader addressed these challenges by promoting adaptability, providing emotional and professional assistance, and strengthening the shared sense of purpose. When employees feel strong, valuable and supported, they are better in maintaining inspiration, embracing change and being productive despite the uncertainties inherent in project-based work (Turner and Müller, 2005).

In addition to enhancing individual well-being, employee resilience enhances team performance and organizational success. Teams that are resilient are more adaptable, solution-focused, and able to sustain performance levels when confronted with external challenges. By incorporating inclusiveness into leadership strategies, organizations may cultivate a work environment where resilience thrives. This will ensure individual and group success in increasingly demanding and complicated work contexts. In the contemporary workplace, where mental toughness and employee well-being are increasingly valued, inclusive leadership becomes a critical factor in fostering organizational agility, stability, and long-term competitiveness.

H₂: Inclusive leadership positively effects on employee resilience.

2.2.3 Employee resilience and Team Performance

In PBOs, the resilient workforce may be what differentiates high-pressure, fast-paced workplaces from those that crumble under stress. Such people can cope with pressure, adapt to ambiguity, and focus well, ensuring that initiatives continue their momentum even in the face of unforeseen obstacles. Success in such difficult environments depends more on a person's ability to bounce back from failures and have a problem-solving attitude (Turner and Müller, 2005). Resilient workers help their teams achieve their goals and become productive. This is because resilient workers promote a proactive approach to problem-solving, thus significantly enhancing team performance. Such people take initiative and think out-of-the-box when things do not go their way. Instead of waiting for some answers, such workers will seek ways to fit into the circumstance. This sets a learning culture that helps one develop over a long time along with accelerating immediate resolution of a problem (Xintian and Peng, 2023). In PBOs, especially, there would be many deadline-bound and fluctuating priority jobs, and a clear-thinking with creative solutions could sometimes become effective for completing work.

Resilience in high-stakes team settings promotes communication and collaboration, both of which are critical for long-term team success. Resilient employees are more apt to remain engaged, supportive, and committed to shared goals despite stress or uncertainty. This helps develop a positive, cohesive team culture, permitting team members to work together seamlessly, tap into a variety of ideas, and generate innovative solutions (Wong and Law, 2017). Resilient employees are also more likely to exhibit more emotional intelligence, which helps them navigate interpersonal relations, resolve disagreements constructively, and stay on track with group team objectives (Rutter, 2012). The adaptability of resilient employees also proves to be the key to negating the damaging influence of stress on team performance. Resilient employee teams are better able to get through challenging tasks, continue to be productive, and stay motivated under trying circumstances. This kind of resilience is especially a godsend in high-stress working conditions, where the ability to stay

on one's toes, remain unruffled, and be clever and resourceful can be the key to success and failure (Muhammad et al., 2021). Resilient workers also inspire other workers with their resilience, generating a ripple effect that boosts collective team motivation, morale, and group performance. Apart from maintaining performance under pressure, resilient teams learn from failure more, and they see challenges as opportunities for development rather than insurmountable obstacles. This team resilience allows teams to continuously revise their strategies, embrace innovation, and improve their operational effectiveness. Therefore, organizations that invest in resilience initiatives have high-performing, committed, and responsive workers who can thrive in uncertainty and deliver exceptional performance in adversity (Xintian and Peng, 2023).

In general, worker resilience remains one of the strongest predictors of team performance, particularly in dynamic and fast-paced work contexts. Resilient employees create more resilient, more innovative, and more productive teams. Equipped with problem-solving, communication, and adaptability, teams are able to work more smoothly and get around problems faster. When adaptability and quick thinking are needed, such as in project-based organizations (PBOs), establishing a resilient culture allows workers to thrive, enabling individual and team health and team performance. This contributes to enhanced long-term corporate performance by preparing teams to stay ready for long-term development and responsiveness in fast-changing project environments as well as respond to urgent goals.

H₃: Employee resilience positively effects on team performance.

2.2.4 Mediating Role of Employee Resilience

The mediating role of employee resilience from inclusive leadership to team performance emphasizes the processes by which inclusive leadership promotes resilience, resulting in improved team performance. Inclusive leadership, defined by fairness, transparency, and supportive conduct, creates an environment in which people feel appreciated, empowered, and psychologically protected. When employees see fairness and inclusiveness in leadership behavior, they become more resilient and

confident in dealing with workplace issues. This supportive work culture improves their ability to remain engaged, motivated, and problem solve even in the face of hardship (Randel et al., 2018; Xintian and Peng, 2023).

Employee resilience is a psychological strength that enhances team cohesion and stability. Resilient employees are better able to manage stress, uncertainty, and workload demands, and the team becomes more adaptive, proactive, and cooperative. This capacity to adapt to disruption without disengagement enables the team to overcome adversity, maintain momentum, and achieve collective goals, ultimately leading to team performance. Research indicates that resilience mediates the positive impact of inclusive leadership on team performance by converting individual psychological gains into collaborative and operational efficiencies (Muhammad et al., 2021).

The relationship between inclusive leadership and team performance is reinforced by employee resilience, which acts as a driver for sustained engagement and problem-solving. Leaders who embrace diversity, empowerment, and recognition lay the framework for a resilient workforce that can push high-performing teams through adversity. Employees that get support and inclusion demonstrate more endurance, ingenuity, and attention to team goals, resulting in improved group outcomes and long-term success. Based on this reasoning, the following hypothesis is proposed:

H₄: Employee resilience mediates the relationship between inclusive leadership and team performance.

2.2.5 Moderating Role of Remote Work

The moderating function of remote work in the link between team performance and inclusive leadership has become increasingly important, particularly in light of the profound changes in workplaces during and after the COVID-19 epidemic. Remote employment has unique obstacles, including physical distance, reliance on digital communication, and less informal interaction, which may impact leadership effectiveness (Bošković, 2021; Uru et al., 2022). While inclusive leadership fosters psychological safety, cooperation, and trust, the remote work environment can

either promote or undermine these results, depending on leaders' ability to adapt their approaches to virtual environments.

According to empirical study, remote work has an impact on several organizational relationships, such as employee engagement, team performance, and leadership effectiveness. For example, (Bošković, 2021) showed that remote work moderates the link between employee autonomy and engagement, which means that the effectiveness of leadership behaviors relies on the work context. Similarly, (Uru et al., 2022) showed that different work arrangements remote moderate the link between work engagement and organizational identification, substantiating the claim that context matters in workplace interactions. These studies suggest that remote work may alter the strength of relationships that involve leadership and team performance, and therefore it is a significant element in the understanding of leadership effectiveness in modern work environments.

In remote settings, inclusive leadership requires deliberate efforts to maintain team cohesion, encourage open communication, and maintain trust in the face of physical distance. Leaders must use virtual collaboration technology, ensure equal participation, and provide tailored help to address the unique challenges of remote work. Without such modifications, the benefits of inclusive leadership are likely to diminish, resulting in lower engagement, cohesion, and team performance. Conversely, when leaders are able to translate inclusive practices to virtual settings, they are able to increase team connectivity, motivation, and performance, maintaining the moderating influence of remote work on leadership outcomes.

Remote work is thus a contextual factor that moderates the extent to which inclusive leadership affects team performance. The effect of inclusive leadership is likely to be stronger when remote work practices are optimally utilized, with employees valued, supported, and connected in spite of geographical distance. When leaders fail to adjust their methods to virtual settings, the advantages of inclusive leadership are likely to be watered down, leading to lower team cohesion and efficiency.

Based on this reasoning, the following hypothesis is proposed:

H₅: Remote work moderates the relationship between inclusive leadership and team performance.

2.2.6 Inclusive Leadership and Remote Work on Team Performance

This develops open communication, fair contribution, and trust for better team relationship in traditional organizations. However, inclusive leadership matters more in virtual work environments when team relationships have been weakened because of physical distances and little informal interaction. These challenges can only be overcome when leaders actively work with digital means, encourage systemic communication, and assist geographically dispersed teams in getting aligned together ([Bartsch et al., 2021](#)).

Working remotely is challenging and very destructive to teamwork. On the one hand, physical distance will weaken team cohesiveness generally, delay feedback loops, and interfere with spontaneous interactions. On the other hand, teams will gain more independence, adaptability, and productivity when remote work procedures are properly managed. This way, inclusive leadership mitigates barriers, such as miscommunication, disengagement, and isolation, by building an environment that allows the feeling of connection, support, and motivation of members of the team ([Bošković, 2021](#)).

According to studies, inclusive leadership in remote work is known to increase team engagement and performance through creating a comfortable psychological environment, effective communication, and focusing on one goal. Inclusive virtual workplaces established by purposeful leaders can create trust and cooperation and stimulate all workers located in any area to take an active part in decision-making and project implementation. This is highly relevant for hybrid and fully remote work contexts when individuals can experience feelings of detachment or unequal involvement.

This relationship has a huge impact on the performance of teams. Leaders who can use inclusive approaches in virtual environments increase team cohesion, engagement, and productivity.

Based on this reasoning, the following hypothesis is proposed:

H₆: Inclusive leadership and remote work interact to influence team performance, such that the positive effect of inclusive leadership on team performance is strengthened under effective remote work practices.

2.3 Hypothesis Summary

Here are the hypotheses for your study, integrating inclusive leadership, employee resilience, team performance, and remote work as the moderator:

1. *Inclusive leadership positively effects team performance.*
2. *Inclusive leadership positively effects employee resilience.*
3. *Employee resilience positively effects team performance.*
4. *Employee resilience mediates the relationship between inclusive leadership and team performance.*
5. *Remote work moderates the relationship between inclusive leadership and team performance.*
6. *Inclusive leadership and remote work interact to influence team performance.*

These hypotheses establish the relationships between inclusive leadership, resilience, team performance, and remote work, forming a comprehensive framework for your research.

2.4 Research Model

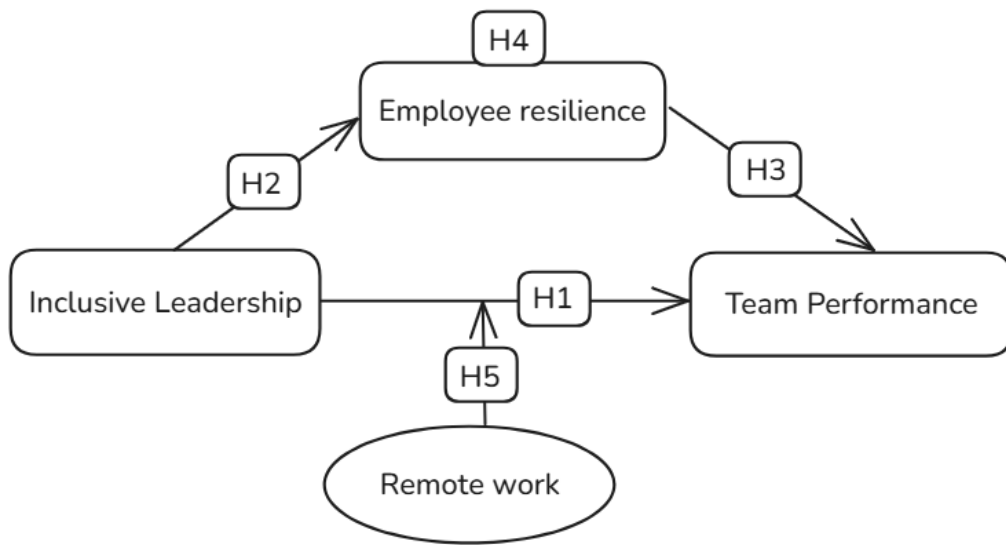


FIGURE 2.1: Research Model

Chapter 3

Research Methodology

3.1 Research Design

The purpose of this study was to examine the association between Inclusive leadership, employee Resilience and team performance. There was a cause-and-effect relationship that exists therefore positivist approach was used. Hypothetical deductive research method was used, because in a hypothetical deductive research method a problem was identified, hypothesis was developed, measures for constructs were determined, data was collected, data is analyzed and then data was interpreted to check whether the hypothesis was accepted or rejected. Accordingly, this research study was based on the theory-hypothesis confirmation, as an existing theory was used for testing different constructs. As already mentioned, constructs of the study were measured with scales to quantify and analyze them so that relation and association between these variables can be found. Hence it is quantitative research. Collection of data was carried out at given point in time from a sample population. Hence a cross-sectional survey was carried out.

3.2 The Unit of Analysis

Employees in remote project-based organizations (PBOs) in Islamabad and Rawalpindi, notably those in the IT industry and other businesses that have implemented remote work methods, served as the research unit of study. These companies operated in

highly dynamic and project-driven environments, requiring adaptive leadership styles and resilient teams. The research has investigated the relationships between inclusive leadership, employee resilience, and team performance while also exploring the moderating effect of remote work.

3.3 Sample Size

Since the total population of project-based employees in Rawalpindi and Islamabad was unknown, the sample size was determined using Cochran's formula (Cochran, 1977), which is widely used for calculating sample sizes in large or undefined populations. The formula is suitable when no prior population data is available and assumes maximum variability to ensure statistical accuracy.

Using a confidence level of 95% ($Z = 1.96$), a margin of error of 5% ($e = 0.05$), and a response distribution of 50% ($p = 0.5$), the minimum required sample size was calculated as:

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2} = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{0.05^2} \approx 384$$

Therefore, a sample of at least 384 respondents was required. In this study, a total of 389 valid responses were collected through questionnaires distributed to employees working in project-based organizations in Rawalpindi and Islamabad. This exceeds the minimum requirement and ensures sufficient statistical power for subsequent analyses.

3.4 Sampling Technique

Non-probability sampling consists of several different types the type of sampling which was used in this study is called convenience sampling has been used for sampling. In convenience sampling those units were included in the sample who were easily accessible. Convenience sampling was used because of some of its advantages such as: there are less rules because of which it can be easily carried

out, time and cost required to carry out convenience sampling is less than other sampling techniques, sample data is readily available, and data is collected quickly.

3.5 Procedure of Data Collection

For calculating data from respondents, self-administered questionnaires were designed in Google Forms and then distributed to members of different project-based organizations. Respondents filled out these questionnaires and returned them without worrying about their confidential information. They were informed that the data collected was solely for academic research purposes and would be kept confidential.

Data collection was conducted by distributing questionnaires via email to various project-based organizations in Pakistan. Additionally, emails and LinkedIn messages were sent to employees working in project-based organizations, yielding 391 complete responses. This response count exceeded the minimum sample size requirement of 384, as calculated using Cochran's formula for a confidence level of 95%, and a margin of error of 5% (Cochran, 1977). Employees were given adequate time and privacy to ensure that they could complete the questionnaire comfortably.

3.6 Instruments

3.6.1 Inclusive Leadership Scale

Inclusive leadership is a leadership style that fosters a good and inclusive work environment by appreciating and respecting the contributions of all team members. It is a management style that emphasizes input, equity, and a happy work environment in which employees can express themselves and learn from mistakes. The style improves employee engagement, satisfaction, and overall team performance (Nishii and Leroy, 2022; Carmeli et al., 2010).

"The manager is responsive to new ways of improving work processes (openness)."

3.6.2 Team Performance

Team performance in agile software development defines the effectiveness and efficiency of the team in ensuring the delivery of its goals while marked by team processes, high-quality output, and a well-developed environment. It encapsulates interteam coordination, safety psychology, as well as other aspects of good quality work needed to maintain highly performing teams at complex and changing environments ([Gustavsson, 2022](#)).

”The team leader led the project team members to do what was needed in project.”

3.6.3 Employee Resilience

Employee resilience in the workplace is the ability and capacity of employees to withstand change, stress, and adversity and yet persist with motivation and performance levels. The resilience is marked by adaptability, positive problem-solving, resourcefulness, and continuous improvement. In dynamic working settings, resilient employees are capable of coping with high work levels, being effective in working teams, and being optimistic under trying circumstances. The Employee Resilience Scale evaluates these facets to understand the responses of individuals toward demands and adversity at the workplace ([Fletcher and Sarkar, 2013](#)).

”I adapt easily to change in the workplace.”

3.6.4 Remote Work Scale

Remote work, often known as e-working, is the execution of work-related activities outside of the traditional office context, typically from home or other distant places, and is facilitated by a number of digital communication tools and technology. The E-Work Life Scale evaluates the quality of remote work by assessing work-life balance, productivity, communication, and the degree of support offered to employees when working away from the office. We utilized ([Charalampous et al., 2023](#))’s 22-item E-Work Life Scale to explore the different aspects of remote work. The scale is a useful tool for organizations to evaluate the effect of remote work

on employee performance and well-being, as well as taking into account both the advantages and limitations inherent in e-working (Grant et al., 2013).

“My organization provides training in e-working skills and behaviors.”

3.7 Contribution

This study yields important contributions, specifically to disciplines on leadership psychology and team dynamics concerning remote working and project-based organizations. Following are the important contributions that will be made with this research. This research advances leadership theory by having remote work as a moderating variable in the relationship between inclusive leadership, employee resilience, and team performance. While previous research focused on leadership in traditional work environments, this paper tries to address the increasing importance of remote work dynamics, providing new insights on how leadership will evolve to respond to different work contexts (Contreras et al., 2020). This extension of theory is very apt to the post-pandemic world owing to a new permanency due to remote work in altering organizational dynamics.

The study has empirical evidence on the effect of inclusive leadership on employee psychological resilience and team performance in work that is conducted remotely. Using diverse employee samples from different industries and cultural contexts, this study helps to increase generalizability. This is an imperative aspect to that organizational leaders can implement evidence-based leadership practice that may be effective in both traditional as well as remote work settings (Orekoya, 2024).

This study adds to the resilience discourse as it reveals how inclusive leadership can foster resilience, particularly in relation to the challenges that arise with remote work. It contributes to the greater body of resilience research as it indicates that leadership behaviors are an active influence on the employee’s ability to cope with stress and uncertainty and are essential to both individual well-being and team performance (Zhao et al., 2023).

3.8 Method of Analysis

Data Data was collected using survey questionnaires. After collection of data was entered, cleaned and processed by using Statistical Package for Social Science-23 (SPSS-23). For analyzing this data in SPSS-23 PROCESS macro by Andrew F. Hayes (Darlington & Hayes, 2016) was used. PROCESS macro was used because many types of models can be analyzed by using PROCESS macro like: Mediation, multi-mediation, mediation-moderation, and moderation-mediation. SPSS was utilized for data analysis due to its ability to handle complex data manipulation and analysis with simple instructions.

The statistical tests were conducted those include Descriptive statistics were used to determine the frequencies of demographic variables, as well as to calculate the mean and standard deviation of the study variables. Correlation analysis was performed to assess the relationships between variables. Additionally, regression analysis, specifically Model 5, was conducted using the PROCESS macro version 4.0 developed by Andrew F. Hayes.

3.9 Characteristics of Sample

3.9.1 Gender

According to the data from Table 3.1, out of 391 respondents, 280 were male and 111 were female. The male respondents accounted for 71.6% of the total, while female respondents made up 28.4%. Thus, the number of male respondents is higher than female respondents.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	280	71.60%
Female	111	28.40%
Total	391	100%

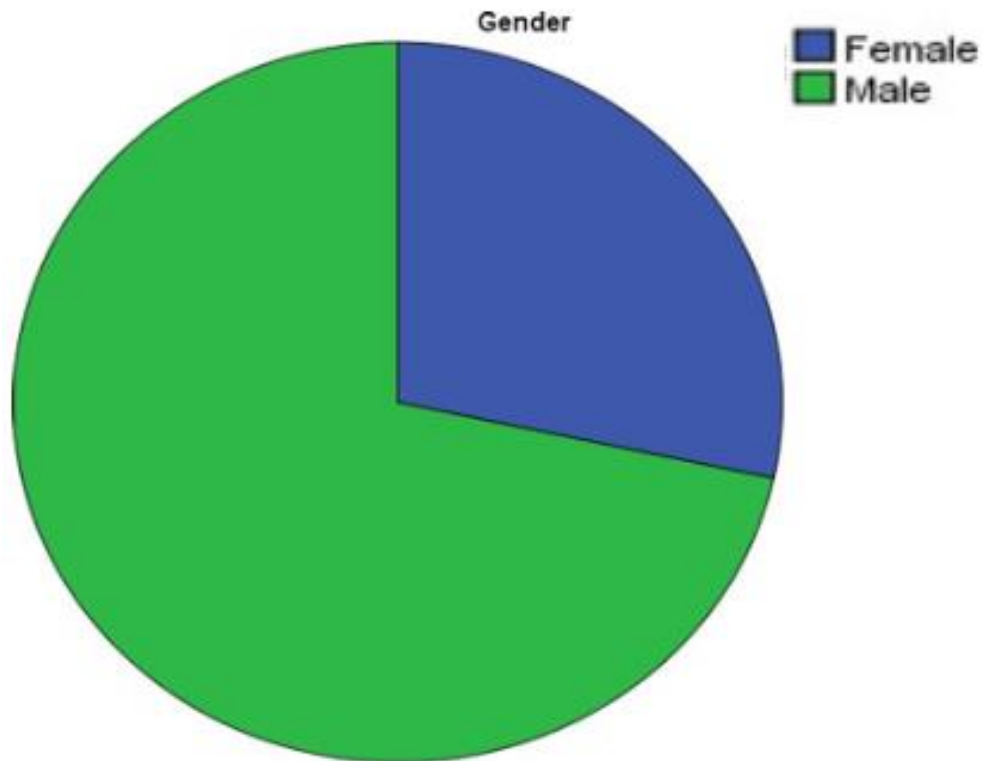


FIGURE 3.1: Gender

3.9.1.1 Age

Looking at Table 3.2, the highest number of respondents, 264, were in the age group of 18-25, which represents 67.5% of the total. 107 respondents were in the 26-33 age group, which is 27.4%. Only 15 respondents were in the 34-41 age group (3.8%), and 5 respondents were between the ages of 42-49 (1.3%).

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
18-25	264	67.50%
26-33	107	27.40%
34-41	15	3.80%
42-49	5	1.30%
Total	391	100%

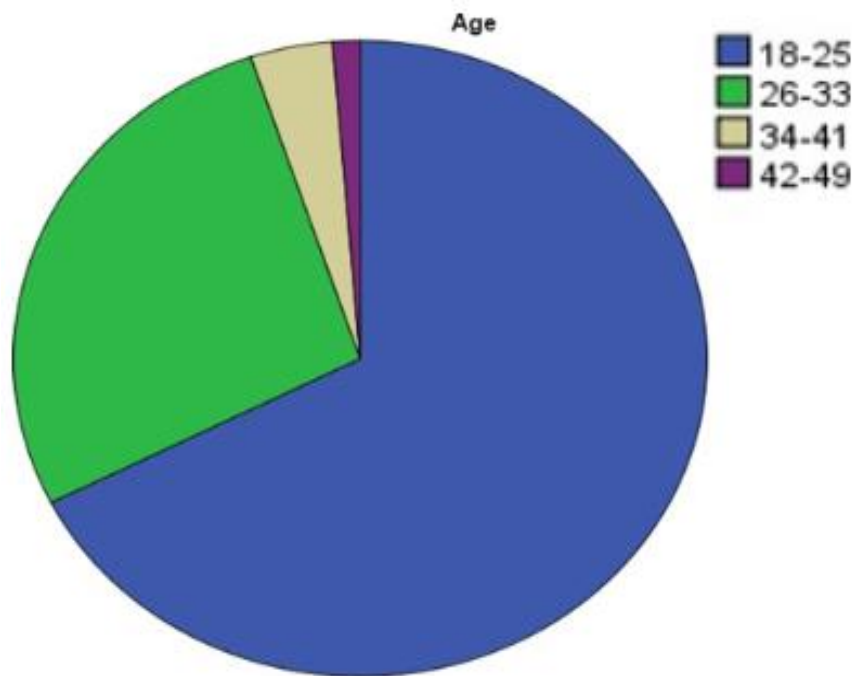


FIGURE 3.2: Age

3.9.2 Qualification

According to Table 3.3, the highest number of respondents, 260, held a Bachelor’s degree, which is 66.5% of the total respondents. 93 respondents had an MS/M-Phil qualification, which makes up 23.8%. There were 32 respondents with an Intermediate qualification (8.2%), and 6 respondents had a Matric qualification (1.5%).

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percentage
Bachelors	260	66.50%
MS/MPhil	93	23.80%
Inter	32	8.20%
Matric	6	1.50%
Total	391	100%

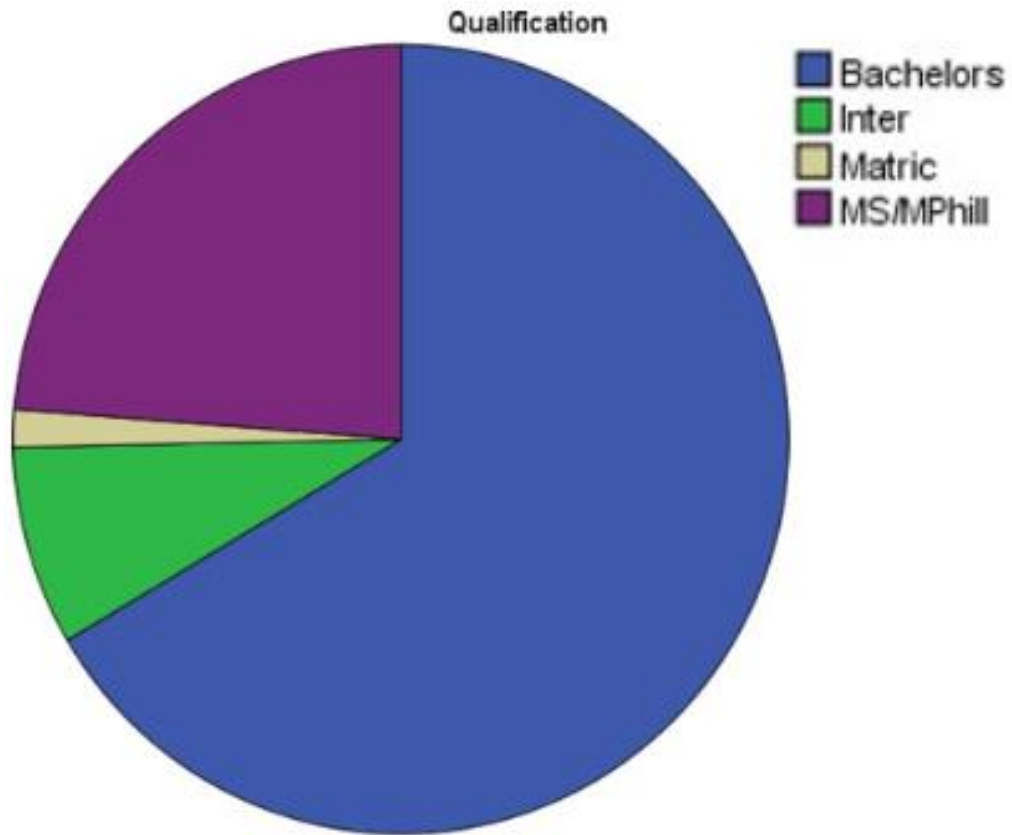


FIGURE 3.3: Qualification

3.9.3 Experience

From Table 3.4, the majority of respondents, 301 (77%), had 0-5 years of experience. 63 respondents had 6-10 years of experience (16.1%), while 20 respondents had 11-15 years of experience (5.1%). The remaining 7 respondents had 16-21 years of experience (1.8%).

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percentage
0-5	301	77.00%
6-10	63	16.10%
11-15	20	5.10%
16-21	7	1.80%

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Frequency by Experience		
Experience	Frequency	Percentage
Total	391	100%

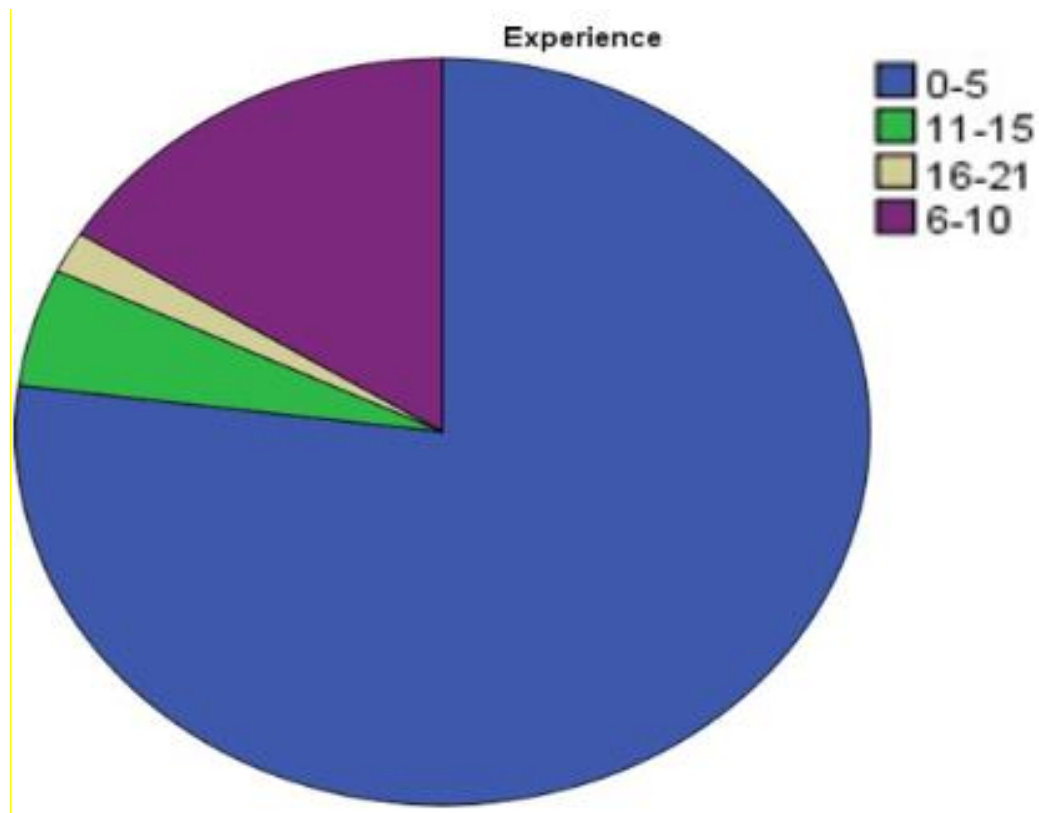


FIGURE 3.4: Experience

3.10 Reliability of Scales

The purpose of the reliability analysis is to assess the internal consistency of the items within each variable, ensuring that they consistently measure the intended construct. Reliability analysis helps determine how closely related the items within a scale are. According to (Hair et al., 2006), a scale is considered reliable if the Cronbach's Alpha value is above 0.7. A higher Cronbach's Alpha indicates greater internal consistency, suggesting that the items within the scale are well-correlated and effectively measure the same underlying concept.

The reliability analysis results for the variables used in this study are presented in Table 3.5 below.

TABLE 3.5: Reliability Analysis

Variables	No. of Items	Cronbach's Alpha
Inclusive Leadership	10	0.889
Employee Resilience	13	0.835
Team Performance	11	0.861
Remote Work	22	0.930
N = 391		

The Inclusive Leadership scale consists of 10 items and has a Cronbach's Alpha of 0.889, indicating a high level of reliability. This suggests that the items measuring inclusive leadership are well-correlated and consistently reflect the construct. Similarly, the Employee Resilience scale, comprising 13 items, demonstrates a Cronbach's Alpha of 0.835, which is within the acceptable range, indicating strong reliability. This confirms that the scale effectively measures resilience among employees.

The Team Performance scale, with 11 items, has a Cronbach's Alpha of 0.861, signifying high reliability. This suggests that the items accurately capture various aspects of team performance and can be considered a dependable measure. Additionally, the Remote Work scale contains 22 items and has the highest Cronbach's Alpha of 0.930, reflecting excellent reliability. The high score indicates that the scale provides consistent measurements and is highly reliable for evaluating remote work dynamics.

Since all Cronbach's Alpha values exceed 0.7, the scales used in this study are deemed reliable and suitable for further analysis. This ensures that the measurement tools employed in the research are valid and provide consistent results, strengthening the credibility of the study's findings.

Chapter 4

Results and Analyses

4.1 Descriptive and Normality Analysis

Descriptive analysis describes the dataset and can help in finding potential errors, outliers, and similarities between variables. It also helps to decide whether the data is good enough for further statistical analyses. Descriptive analysis also simplifies and summarizes data points in a meaningful way and brings out patterns that justify the validity of the dataset. The mean values show the central tendency of the data, giving insight into where most of the responses are concentrated.

Table 4.1 shows that all the means for the variables lie between 3, indicating that most of the respondents tend to agree with the items of the survey. For example, Inclusive Leadership will be 3.88 with a mean value that suggests respondents are affirmative about inclusive leadership. Likewise, Employee Resilience at 3.90, Team Performance at 3.91, and Remote Work at 3.63 suggest respondents are affirmative in answering the related statements of the questionnaire. It reflects that for all the variables, there was a moderate agreement among the respondents.

TABLE 4.1: Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
Inclusive leadership	391	1.10	5.00	3.88	.58
Employee Resilience	391	2.23	5.00	3.90	.52

Continued on next page...

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Team Performance	391	2.55	5.00	3.91	.53
Remote Work	391	2.00	5.00	3.63	.64
Valid N (listwise)	391				

The next column indicates how spread the data is about the mean, known as the standard deviation. It tells a reader how much individual responses lie from the average response. The standard deviation value for all of the variables given is less than 1; therefore, all the responses will be uniform without wide spreading.

These values emphasize that most of the responses lie close to their respective means with minimal variability in the data. It further confirms no outstanding outliers in the dataset, which also reflects in low standard deviation values.

4.2 Correlation Analysis

Pearson correlation test is used to describe the association between the variables. Pearson's correlation coefficient is a single number that indicates the strength and direction of the relationship between two variables. The satisfactory value for correlation lies in the range of -1 to +1. Correlation values between 0.10 and 0.29 indicate a weak or small relationship between variables, but there is still some association. Values between 0.30 and 0.49 indicate a moderate correlation, while values between 0.50 and 0.79 signify a strong correlation (Cohen, 2003). Values of more than 0.80 indicate very high correlations, suggesting an inappropriate level of multicollinearity, which can lead to error due to statistical procedures.

Correlation table as revealed in the below correlation table, the relationship of Inclusive Leadership and Employee Resilience was 0.603, suggesting a strong positive correlation. In other words, inclusive leadership tends to enhance resilience in employees positively with a rising level of increase. The IL and Team Performance shows a relationship of 0.217, meaning that it depicts a weak positive correlation.

Hence, inclusive leadership tends to marginally improve the performance of teams, but not by much.

The correlation between IL and Remote Work is 0.080, which is insignificant since the p-value is greater than 0.05. This indicates that there is no significant relationship between inclusive leadership and remote work in this dataset.

The relationship of ER and TP is 0.405, which reveals a moderate positive correlation. This suggests that the employee resilience moderately affects the performance of teams. Similarly, ER and RW has a 0.341 relationship, which also points towards a moderate relationship. It is thus stated that the effectiveness of remote work is moderately contributed by employee resilience.

The correlation between TP and RW is 0.580, which means that there is a strong positive relationship. Therefore, it reflects that better team performance is related to more effective remote work practices.

P-values help indicate the significance of these relationships. Values less than 0.01 ($p < 0.01$) indicate a 99% significance level, while values less than 0.05 ($p < 0.05$) represent a 95% significance level. In the provided table, most relationships are significant at the 0.01 level, denoted by "***". Only the correlation between IL and RW is insignificant ($p = 0.115$).

The review shows that a significant positive impact exists between inclusive leadership and employee resilience and the team. Further, employee resilience is confirmed to contribute to a significant improvement in both team performance and remote work efficiency. More so, though the correlation between inclusive leadership and remote work is not significant, other factors may mediate the relationship.

TABLE 4.2: Correlations

	Inclusive Leadership	Employee Resilience	Team Performance	Remote Work
Inclusive Leadership	1			
Employee Resilience	.603**	1		
Team Performance	.217**	.405**	1	

Correlations				
	Inclusive Leadership	Employee Resilience	Team Per- formance	Remote Work
Remote Work	.080	.341**	.580**	1

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

4.3 Testing Theoretical Relationships

To test theoretical relationships between variables in my research, I applied PROCESS Macro by Andrew F. Hayes (2012). PROCESS Macro makes use of the bootstrapping method whereby it randomly samples from the data set to derive the anticipated statistics for every sample (Preacher & Hayes, 2004); (Shrout & Bolger, 2002).

In my study, PROCESS Macro's model 5 was employed to investigate the mediation effect of employee resilience on the relationship between inclusive leadership and team performance. Additionally, remote work was tested as a moderating variable on the direct relationship between inclusive leadership and team performance.

This method allowed for the assessment of how the inclusive leadership of the teams impact directly and indirectly employee resilience and subsequently team performance, as well as whether remote work strengthens or weakens the direct tie between inclusive leadership and team performance. The bootstrapping method made sure that both mediation and moderation effects were highly precise in terms of confidence intervals, providing a whole understanding of dynamics between these variables where remote work essentially plays a pivotal role.

For testing the theoretical relationship between variables, I used PROCESS Macro (Model 5) by Andrew F. Hayes (2012). This model allows simultaneous testing of mediation (employee resilience) and moderation (remote work) effects. Bootstrapping (5,000 samples) was applied to estimate confidence intervals (Preacher & Hayes, 2004); (Shrout & Bolger, 2002). Below are the results structured to test the six hypotheses:

4.3.1 Direct Effect of IL on TP

In the first step, the relationship between the IL (inclusive leadership) variable and the dependent variable TP (team performance) is considered. This is known as the path "c" in the model, representing the direct effect of inclusive leadership on team performance. According to Table 4.3 below, the variable inclusive leadership is denoted by the alphabet "X," and team performance is denoted by the alphabet "Y."

TABLE 4.3: Direct Effect of X on Y

Predictor	Effect (β)	SE	p	LLCI	ULCI
X to Y	1.1858	0.1873	0.0000	0.8175	1.5541

N = 391; Confidence Interval = CI, UL = Upper Limit, LL = Lower Limit

According to Table 4.3 and Figure 4.1, the p-value is 0.0000, which is less than 0.05, and the confidence interval (0.8175 to 1.5541) does not include zero. This indicates that the direct effect of inclusive leadership on team performance is statistically significant. Therefore, the hypothesis that "inclusive leadership is positively related to team performance" is supported.

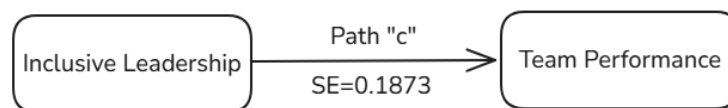


FIGURE 4.1: IL \rightarrow TP

4.3.2 Mediation Analysis

In the second step, the association between inclusive leadership (IL) and employee resilience (ER), also known as path "a," is examined. According to Table 4.4 and Figure 4.2 below, the p-value (0.0000) is less than 0.01, and the 95% confidence interval (LLCI = 0.4660, ULCI = 0.6076) does not include zero. This indicates a statistically significant relationship between inclusive leadership and employee resilience. The coefficient value of 0.5368 suggests that a one-unit increase in

inclusive leadership leads to a 0.5368-unit increase in employee resilience. The positive coefficient confirms that as inclusive leadership strengthens, employee resilience improves. This supports Hypothesis 2: “Inclusive leadership is positively related to employee resilience.”

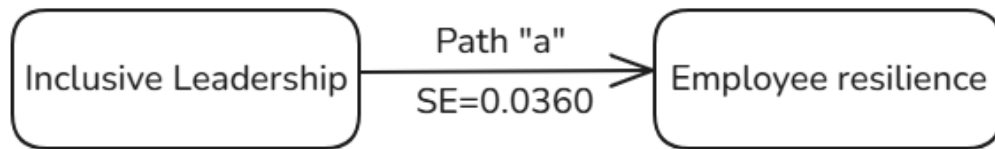


FIGURE 4.2: IL → ER

The relationship between employee resilience (MER) and team performance (MTP), known as path “b,” is analyzed. As shown in Table 4.4 and Figure 4.3, the p-value (0.0000) is less than 0.001, and the confidence interval (LLCI = 0.1491, ULCI = 0.3554) excludes zero, confirming statistical significance. The coefficient of 0.2522 indicates that a one-unit increase in employee resilience results in a 0.2522-unit increase in team performance. The positive value demonstrates that enhanced employee resilience directly contributes to improved team performance. Hypothesis 3: “Employee resilience is positively related to team performance” is supported.

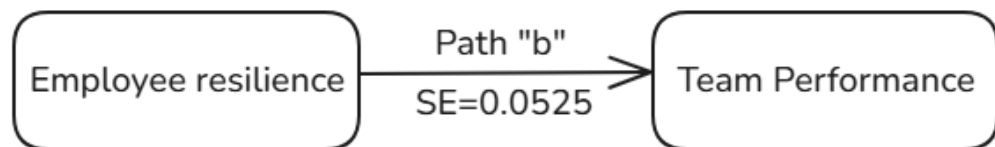


FIGURE 4.3: ER → TP

TABLE 4.4: Mediation Path Coefficients

Predictors	Coeff	SE	T	p	LLCI	ULCI
IL → ER (a)	0.5368	0.0360	14.9084	0.0000	0.4660	0.6076
ER → TP (b)	0.2522	0.0525	4.8068	0.0000	0.1491	0.3554

Note: IL = Inclusive Leadership, ER = Employee Resilience, TP = Team Performance.

The indirect effect of inclusive leadership (IL) on team performance (TP) through employee resilience (ER), known as path “c,” is tested using bootstrapping. The indirect effect value of 0.1354 (BootLLCI = 0.0739, BootULCI = 0.2084) does not include zero in its confidence interval, confirming significant mediation. Both the lower and upper bounds of the interval are positive, indicating that employee resilience partially mediates the relationship between inclusive leadership and team performance.

Here is your data in a properly formatted table:

TABLE 4.5: Indirect Effect of Inclusive Leadership on Team Performance

Effect	Boot SE	Boot LLCI	Boot ULCI
0.1354	0.0339	0.0739	0.2084

Note: Bootstrapped confidence intervals (LLCI & ULCI) confirm the significance of the indirect effect.

The total effect of inclusive leadership on team performance is the sum of the direct and indirect effects. The indirect effect is positive at 0.1354, meaning that the presence of employee resilience amplifies the total impact of inclusive leadership on team performance. As shown in

Table 4.5 and Figure 4.4, the significant indirect effect supports Hypothesis 4: “Employee resilience mediates the relationship between inclusive leadership and team performance.”



FIGURE 4.4: IL → ER → TP

4.3.3 Moderation Analysis

For testing **remote work** as a moderator, I have used **model 5** in PROCESS Macro. If we look at **Table 4.6** below, we can see the moderation effect of remote work on the relationship between **inclusive leadership (IL)** and **team performance (TP)**.

TABLE 4.6: Indirect Effect of X on Y

Effect	Boot SE	Boot LLCI	Boot ULCI
Employee Resilience (ER)	0.1354	0.0339	0.0739

X = Inclusive Leadership (IL), Y = Team Performance (TP), M = Employee Resilience (ER), N = 391, Confidence Interval = CI, UL = Upper Limit, LL = Lower Limit.

From Table 4.6, LLCI (-0.3628) and ULCI (-0.1887) imply that between these values, zero does not exist. Which means that the moderation effect is significant. Furthermore, the p-value ($p < 0.001$) proved that the moderate is also significant. However, the negative coefficient of the interaction term suggests that higher levels of remote work reduce the strength of the relationship between inclusive leadership and team performance.

This means that the hypothesis stating that “remote work moderates the relationship between inclusive leadership and team performance, such that the positive effect of inclusive leadership on team performance is stronger under conditions of effective remote work practices” is not supported.

TABLE 4.7: Moderation Analysis

Coeff	SE	t	P	LLCI	ULCI
Constant	-3.0458	0.7357	-4.1402	0.0000	-4.4922
IL x RW	-0.2757	0.0443	-6.2268	0.0000	-0.3628

N = 391, Int-term = Inclusive Leadership (IL) x Remote Work (RW).

Then from Table 4.7 illustrating the conditional results of the interactions between

inclusive leadership and remote work on team performance, it gives an impression that the interaction effects between inclusive leadership and remote work do not build up the interaction.

Instead, as remote work increases, this positive effect will weaken and end up being weak and insignificant.

TABLE 4.8: Conditional Effects of X on Y at Different Levels of Moderator

RW (Level)	Effect	SE	t	p	LLCI	ULCI
Low (16th percentile)	0.3461	0.0643	5.3839	0.0000	0.2197	0.4725
Moderate (50th percentile)	0.1707	0.0475	3.5910	0.0004	0.0772	0.2641
High (84th percentile)	0.0328	0.0436	0.7531	0.4519	-0.0529	0.1185

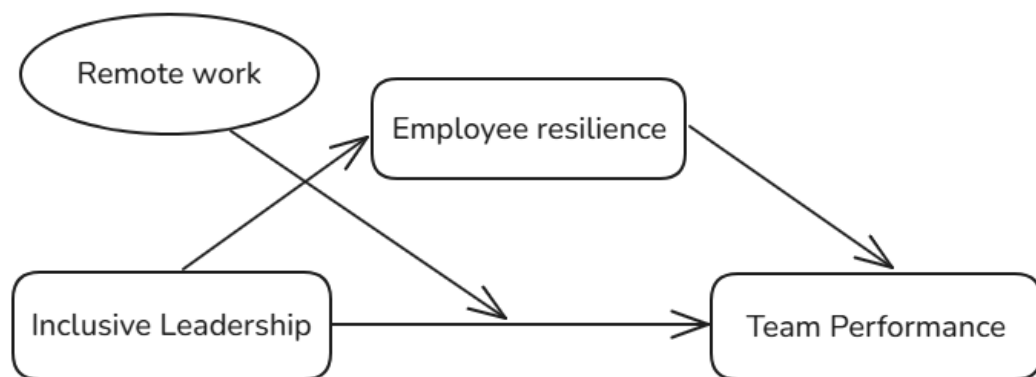


FIGURE 4.5: IL+RW → ER → TP

Since the p-value (0.4519) at high levels of remote work is greater than 0.05, this indicates that the relationship between inclusive leadership and team performance is no longer significant at high levels of remote work. This means that the hypothesis stating that “Inclusive leadership and remote work interact to influence team performance, such that the positive effect of inclusive leadership on team performance is strengthened under effective remote work practices” is not supported.

4.4 Hypothesis Results Summary

TABLE 4.9: Hypothesis Summary

Hypothesis	Statement	Status
H ₁	Inclusive leadership positively affects team performance.	Supported
H ₂	Inclusive leadership positively affects employee resilience.	Supported
H ₃	Employee resilience positively affects team performance.	Supported
H ₄	Employee resilience mediates the relationship between inclusive leadership and team performance.	Supported
H ₅	Remote work moderates the relationship between inclusive leadership and team performance.	Not Supported
H ₆	Inclusive leadership and remote work interact to influence team performance, such that the positive effect of inclusive leadership on team performance is strengthened under effective remote work practices.	Not Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

This chapter discusses the research findings, theoretical contributions, practical implications, and future research directions in-depth. The study analyzed how Inclusive Leadership (IL) impacts Team Performance (TP), where Employee Resilience (ER) acts as a mediator and Remote Work (RW) as a moderator. Moreover, the moderating effect of remote work on inclusive leadership was not supported, while remote work influences team performance.

Some findings indicate, in general, that the hypotheses supported the argument with regard to the fact that inclusive leadership is building resilience among employees, which is related to team outcomes. However, it is rather interesting to see that working remotely was a weak moderator in terms of the expected direct relationship between inclusive leadership and team performance. The current findings add a contribution to the ongoing debate on the role of inclusive leadership in virtual work settings and underlines the need for resilience to maintain high-performing teams.

5.1.1 Relationship Between Inclusive Leadership and Team Performance

This study hypothesized that Inclusive Leadership (IL) positively influences Team Performance (TP) (H1). The findings provide strong empirical support for this hypothesis, demonstrating that inclusive leadership fosters an environment where team members feel valued, supported, and psychologically safe. These factors collectively contribute to improved team performance by enhancing collaboration, trust, and engagement among team members.

The findings from this study are in line with previous researches. ([Carmeli et al., 2010](#)) state that inclusive leadership is vital in enhancing team cohesion and engagement. Then, leaders facilitate open communication, value the diversity of input from team members, and create a psychological safety environment, and there is a likelihood that teams will work more effectively toward common goals. This sense of belonging and trust enables teams to work with an efficiency that innovates to performance improvement outcomes. Besides, as mentioned by ([Randel et al., 2018](#)), a sense of belonging is also influenced by inclusive leadership, since, for a good decision-making system, the valued feeling is portrayed in the making process. Employees feel that their efforts are meaningful and believe that their views are respected, and they experience higher levels of motivation, commitment, and engagement.

Such engagement is a driving force for the performance of the team because employees who are committed are more likely to exert effort, collaborate proactively, and contribute to the overall success of the team. Building on such insights, this study focuses on the unique importance of inclusive leadership in project-based organizations (PBOs). Such project-based teams are often temporary, requiring quick building of trust, effective communication, and collaboration if their objectives are to be met within tight timeframes. In such settings, inclusive leadership is critical because it facilitates rapid team integration, minimizes interpersonal conflicts, and helps people of diverse backgrounds to create a shared sense of purpose. Leaders in project-based organizations can enhance coordination, adaptability, and overall team effectiveness by creating an inclusive and psychologically safe atmosphere.

From a practical perspective, organizations should invest in leadership development programs that emphasize inclusivity, active listening, and open communication.

Training programs should be designed to empower leaders with the competencies required to create an inclusive work environment, including recognizing and leveraging team diversity, encouraging open feedback, and promoting mutual respect among team members. Organizations should also incorporate inclusive leadership principles into their performance management and leadership evaluation frameworks to ensure that team leaders consistently apply strategies that enhance team cohesion, engagement, and performance. Sustained organizational success will, therefore, be ensured by prioritizing inclusive leadership to bring about high-performance teams in dynamic work settings.

5.1.2 Relationship Between Inclusive Leadership and Employee Resilience

This study hypothesized that Inclusive Leadership (IL) significantly enhances Employee Resilience (ER) (H2). The results align with this hypothesis, indicating that inclusive leaders provide the psychological support, recognition, and empowerment necessary for employees to build resilience in adverse workplace settings (Carmeli et al., 2010). Previous research supports this finding. (Randel et al., 2018) suggest that inclusive leadership fosters adaptive and resilient behaviors by promoting psychological safety. When employees perceive psychological safety—knowing their views and opinions can be expressed without fear of negative consequences—they are more likely to take risks, learn from mistakes, and develop resilience (Edmondson, 1999).

Moreover, a study by (Xintian and Peng, 2023) reveals that employees who perceive their leaders as inclusive develop more effective coping strategies and problem-solving abilities, which enhance their resilience. This supports the idea that inclusive leadership fosters psychological resilience by creating an organizational climate that values insider status and support. Our study is consistent with these findings. Leaders who actively listen, provide constructive feedback, and recognize individual contributions help employees recover from challenges more effectively

(Choi et al., 2017). By fostering an environment of trust, inclusive leaders empower employees to grow confident in their abilities and navigate workplace difficulties with greater ease (Mitchell et al., 2015).

From an applied perspective, organizations should integrate inclusive leadership principles into their talent development programs (Fang et al., 2019). Training managers to cultivate resilience through empathy, support, and open communication can build a more adaptable and robust workforce (Hirak et al., 2012). Encouraging inclusive leadership behaviors—such as active listening, valuing diverse perspectives, and fostering psychological safety—allows employees to overcome challenges while maintaining high performance under pressure. By prioritizing inclusive leadership development, organizations can create a resilient workforce capable of adapting to ever-changing environments and achieving long-term organizational success (Xintian and Peng, 2023).

5.1.3 Relationship Between Employee Resilience and Team Performance

This study hypothesized that Employee Resilience (ER) positively affects Team Performance (TP) (H3). The results of the present study support this hypothesis, indicating that resilient employees contribute to more effective teams through motivation, adaptability, and problem-solving in high-pressure situations (Shin, 2012). (Luthans et al., 2006) define resilience as the ability to "bounce back" from adversity and emerge stronger through adaptation. The findings of this study align with previous research, suggesting that resilient employees can handle stress and fast-paced, challenging environments more effectively, thus enhancing team performance (Youssef and Luthans, 2007). Additionally, resilient employees demonstrate higher levels of emotional intelligence, enabling them to manage interpersonal challenges more effectively and contribute to better team dynamics (Salovey and Mayer, 1990; Carmeli et al., 2013). Their ability to regulate emotions and understand those of others facilitates communication and collaboration within teams (Gooty et al., 2009). Our study extends these insights by showing that resilient employees help maintain productivity even in uncertain project environments, reduce burnout,

and improve overall performance (Bakker and Demerouti, 2017). These employees set an example for their colleagues by effectively managing stress and adapting to changing circumstances, fostering a culture of resilience that enhances team cohesion and performance (King et al., 2016).

Organizations should implement measures to build employee resilience, such as workshops on stress management, mentorship programs, and peer support networks (Robertson et al., 2015). These initiatives equip employees with the necessary tools and support to handle challenges effectively, ensuring a workforce that can maintain high performance under pressure (Näswall et al., 2019). Investing in employee resilience enhances team effectiveness, adaptability, and long-term organizational success (Hartmann et al., 2020).

5.1.4 Mediating Role of Employee Resilience

This study hypothesized that Employee Resilience (ER) acts as a mediator in the relationship between Inclusive Leadership (IL) and Team Performance (TP) (H4). The results support this assumption, indicating that inclusive leadership serves as a precursor for high team performance, which is ultimately realized when employees develop resilience.

According to (Xintian and Peng, 2023), inclusive leaders enhance employees' sense of belonging and insider status, which in turn strengthens their psychological resilience. Employees with higher resilience are better equipped to handle stress and challenges, enabling them to contribute more effectively to team performance (Carmeli et al., 2010). Furthermore, (Umrani et al., 2024) found that inclusive leadership positively influences psychological capital, particularly resilience, which enhances employee well-being and performance. This suggests that inclusive leadership strengthens team-based output both directly—through fostering inclusivity—and indirectly—by developing employees' inner psychological strengths (Randel et al., 2018).

Our study extends these insights by confirming that employee resilience significantly strengthens the link between inclusive leadership and team performance. In other words, inclusive leadership is more effective in driving high team performance when

it is accompanied by efforts to build employee resilience (Youssef-Morgan and Luthans, 2015).

From a practical perspective, leadership development programs should focus on fostering both inclusivity and resilience-building strategies. Training leaders to create supportive and inclusive environments can facilitate resilience in teams, enabling them to sustain high performance under pressure (Shin, 2012). This can be achieved through stress management workshops, resilience-building programs, and open communication channels that align leadership support with sustainable team performance (Robertson et al., 2015). By emphasizing both inclusive leadership and employee resilience, organizations can create synergistic effects that unlock amplified team performance and contribute to long-term organizational success (Näswall et al., 2019).

5.1.5 Moderating Role of Remote Work

This study hypothesized that remote work would moderate the relationship between inclusive leadership (IL) and team performance (TP). However, findings indicated that the relationship is weakened when the levels of remote work are high, thus indicating that benefits from inclusive leadership do not seem to be transferred as well to virtual settings. Research shows that remote work differs from traditional organizational settings in challenging ways, which include reduced informal communication, maintenance of engagement and increased feelings of isolation, reducing the impact that leadership strategies will have (Bartsch et al., 2021; Wang et al., 2021). These challenges may hinder the effectiveness of inclusive leadership since the physical separation underlying remote work can impede the spontaneous interactions and relational possibilities which cause inclusion (Carnevale and Hatak, 2020). Our study is consistent with these findings, indicating that even though there is inclusive leadership effort on one hand, on another hand, it may have the effect of creating obstacles from remote work that could reduce the direct influence of leadership. The absence of face-to-face interaction could lead to misunderstandings, lower trust, and a sense of disconnection between team members, all of which can reduce the positive effects of inclusive leadership on team performance (Newman et al., 2020). From a practical point of view, organizations

need to take steps to overcome the difficulties associated with working remotely and make inclusive leadership in virtual settings more effective. Hybrid work models can provide the opportunity for sometimes face-to-face interactions that can strengthen bonding among team members (Golden and Gajendran, 2019). Digital communication channels need to be enhanced to ensure that there is more effective and inclusive communication within the teams (Wang et al., 2021). Virtual team building can also help in creating belongingness and engagement among remote employees while working without reducing the inclusive leadership benefits towards an organization. Organizations must take proactive approaches in addressing these remote work-related challenges to efficiently harness inclusive leadership towards improved performance in teams no matter where their workers are working from.

In Pakistan, cultural norms have an extreme influence on workplace dynamics. Work culture is deeply infused into societal norms, traditions, and value systems, reflecting the flavor of both Eastern and Islamic influences (Ali and Syed, 2017). Managers tend to be paternalistic toward their employees as they care for their subordinates, far beyond work-related issues (Khilji, 2004). The organizational hierarchy places a heavy emphasis on roles and expectations with direct oversight and guidance offered by managers. In such settings, workers may not be as accustomed to independent work and rely on continuous supervision for productivity and efficiency (Hofstede, 2001); (Hofstede et al., 2010). Hence, the shift towards remote work, requiring a greater level of self-management and initiative, may be difficult for the Pakistani worker. Employees would feel deprived of direct supervision and may be hard to cope with the liberty expected in work at remote areas. This is because this kind of culture encourages the practice of well-structured guidance, therefore it is critical to design culture-sensitive strategies considering such cultural subtleties during the implementation of remote work and inclusive leadership practices in Pakistan.

5.1.6 Interactive Effect of Inclusive Leadership and Remote Work on Team Performance

The current study hypothesized an interaction effect between inclusive leadership and remote work on team performance. Interestingly, results reveal that while

there is more remote work, the direct relationship of inclusive leadership on team performance declines. In this way, this indicates that benefits from inclusive leadership are less well translated into virtual settings. Research findings demonstrate that in the case of remote environments, there are additional mechanisms involved, such as digital collaboration tools and structured virtual engagement, needed to maintain effectiveness levels among leaders (Wang et al., 2021). Physical dispersal inherent in remote work creates a myriad of challenges, including reduced informal communication and difficulty maintaining engagement and increased feelings of isolation among members (Carnevale and Hatak, 2020). Such factors can dilute the impact of inclusive leadership on team performance.

Our study is a reflection of such findings, portraying that even through inclusive leadership attempts, remote working may pose several barriers that result in the hindrance of the direct influence ability of the leaders. The dynamics of virtual setups and the unspontaneous nature of face-to-face communications can limit the role of a leader in fostering cohesive and inclusive teamwork (Bartsch et al., 2021). Practical implications on organizational adaptation with regard to suitable leadership approaches appropriate for remote setups are also addressed. This comprises inclusive leadership being supplemented by digital engagement efforts and remote-friendly management of teams (Newman et al., 2020). Using strong digital collaboration tools can enable adequate communication and collaboration of team members with each other. Systematic virtual engagement activities, such as normal check-ins, virtual team-building, and proper communication protocols, will ensure continuity of engagement and belongingness in the team (Golden and Gajendran, 2019). Organizations will be able to maintain the positive impact of inclusive leadership on team performance by adjusting the leadership approaches to the remote context.

5.2 Theoretical Contributions

This study makes several theoretical contributions to the fields of leadership, team performance, and workplace resilience. It also bases the extension of theories related to inclusive leadership by providing empirical evidence that reflects its

influence on resilience in employees as well as performance at the team level. While previous studies have emphasized the importance of inclusiveness for employee engagement (Carmeli et al., 2010), this study shows that resilience is an essential pathway through which inclusive leadership directly affects performance outcomes.

This study also converges with that of (Randel et al., 2018), in the sense that the authors emphasize inclusive leadership to develop psychological safety and trust, further strengthening employees' ability to address challenges. It refines theories of leadership in the context of resilience as a mediating variable, thus presenting it as an important resource for modern organizational life.

This contributes to resilience literature by establishing how workplace resilience is a characteristic of the individual and the result of leadership practices through Employee Resilience as a mediator between leadership and performance. Literature, as shown by earlier research from (Luthans et al., 2006; Wong and Law, 2017), had focused on psychological capital in terms of having something through resilience; therefore, the other aspect-one that shows leaders are more proactive in shaping employee resilience that goes on to influence team performance-is added by his study.

Unlike the conventional workplace, virtual work poses distinct leadership challenges. Although earlier studies have indicated that virtual teams require leadership engagement to perform well (Wang et al., 2021), the findings of this study suggest that remote work reduces the direct impact of inclusive leadership on team performance. These results hence remotivate leadership theories, which opine that more strategies of engagement and technological means must be added to make it work effectively in virtual settings.

5.3 Practical Implications

This research gives guidelines to organizational leaders, HR practitioners, and policymakers about the effective implementation of inclusive leadership strategy and resilience measures at work.

Leadership development programs should incorporate inclusive leadership principles within organizations, given the proven impact of such leadership on employees' resilience. These programs should focus on equipping leaders with the skills necessary to foster a supportive and inclusive work environment that enhances employee well-being and performance.

One key aspect of these programs is training leaders in active listening and constructive feedback. By becoming active listeners and providing regular, constructive feedback, leaders can build trust with their teams and establish a sense of psychological safety. Employees who feel heard and valued are more likely to be engaged, resilient, and motivated to contribute effectively. Additionally, leadership training should emphasize psychological safety and inclusion practices. Organizations should cultivate a workplace culture where employees feel safe to express themselves without fear of judgment. Open channels of communication and policies that encourage diversity and inclusion will help create an environment where all employees feel respected and valued.

Furthermore, leaders should be trained to actively seek diverse perspectives and empower employees by involving them in decision-making processes. Encouraging different viewpoints and providing leadership opportunities to employees fosters a sense of ownership and engagement. This approach not only strengthens individual resilience but also enhances overall team performance. By integrating these inclusive leadership principles into development programs, organizations can build resilient teams, improve team cohesion, and maintain high performance even in challenging environments.

The critical role of employee resilience in mediating team performance, organizations must take proactive initiatives to strengthen resilience within their workforce. Building resilience not only enhances individual well-being but also contributes to sustained team productivity and overall organizational success. One effective strategy is to provide employees with mindfulness and stress management training. Workshops focused on stress management techniques, such as mindfulness, relaxation strategies, and emotional regulation, can help employees develop healthier coping mechanisms. These practices enable individuals to manage workplace stress effectively and maintain their focus and motivation.

Another essential approach is the implementation of mentorship and coaching programs. By establishing a structured system that offers personalized support and guidance, employees can receive the encouragement they need to recover from setbacks. Mentorship fosters a culture of continuous learning and resilience, allowing employees to develop confidence in overcoming professional challenges. Additionally, organizations should equip employees with adaptive problem-solving skills. Encouraging flexibility and adaptability in tackling workplace challenges enables employees to respond effectively to shifting work conditions. By promoting a proactive mindset and problem-solving capabilities, employees can navigate uncertainties with greater ease and maintain performance consistency. By integrating these resilience-building strategies, organizations can empower their workforce to remain motivated, engaged, and high-performing, even in the face of uncertainty and stress.

While the effects of inclusive leadership may be less pronounced in virtual work arrangements, organizations must adapt their leadership approach to ensure inclusivity and engagement in digital environments. To maintain strong leadership in remote or hybrid settings, organizations should implement strategies that foster connection, recognition, and collaboration among employees. One crucial adjustment is improving virtual interaction. Leaders should leverage digital platforms such as virtual town halls, routine online meetings, and open-door policies via messaging applications to promote open communication and accessibility. Ensuring that employees feel heard and supported, regardless of location, strengthens inclusivity and team cohesion. Additionally, providing frequent and timely feedback is essential in virtual settings. Leaders must recognize employee contributions in a meaningful way and offer constructive feedback more regularly to maintain motivation and engagement. Instant recognition and acknowledgment can reinforce a sense of belonging and appreciation, which is particularly important in remote work environments.

Furthermore, organizations should invest in structured tools for collaborative learning. Implementing digital collaboration platforms ensures transparency, inclusivity, and effective communication across teams. By fostering a work culture where every member feels valued, regardless of their physical location, organizations can sustain

team performance and resilience. By adapting leadership strategies to suit virtual work arrangements, organizations can uphold the principles of inclusive leadership and create an engaged, high-performing workforce in digital workplaces.

5.4 Future Recommendations

This study gives insights into the role of inclusive leadership, employee resilience, and team performance in the context of remote work. Further research and practical applications are required to refine and expand these findings. The recommendations outline some of the areas that should be further explored.

Future studies should follow a longitudinal design to explore the effects of inclusive leadership on the resilience of employees and team performance over time. A long-term perspective will help determine whether these effects are sustained and identify potential shifts in leadership effectiveness in dynamic work environments. Because the challenges of leadership and teams vary by industry, future research should examine how inclusive leadership and resilience work in different industries, including healthcare, technology, and manufacturing. This generalizes the results and states industry-specific experience to management.

The study has applied one moderating variable. The other moderators which could be applied in the future are: organizational culture, the diversity of teams, and the leader's style. A better view understanding these variables gives a better unbiased view of the influence of the inclusive leadership on resilience and team performance. Leadership strategies must now evolve within these organizations so as to be well suited for providing effectiveness in issues of inclusiveness and resilience through the growing mode of remote working. Thus, future studies shall take into considerations the best-practice virtual leadership, digital engagements, and activities for remote building of teams.

All these aspects would be considered in future studies, which would further improve leadership effectiveness differently in various workplace settings in association with an organization for successful teams of resilient high performers.

5.5 Limitations

Despite its contribution, this study has certain limitations that need to be acknowledged for guidance in further research and practical applications.

It relies on the self-reported perceptions of the employees regarding leadership, resilience, and team performance. It is prone to social desirability bias in which the respondents will provide answers they believe are desirable rather than those that reflect what is happening. Future studies can collect multi-source data such as peer assessments or supervisor evaluations that may help it become more objective.

The results for this study are dependent on a specific organizational setting. This may thereby limit applicability to other fields or cultural settings during generalization. The interaction between the inclusive leader, worker resilience, and telecommuting might be different for the healthcare, tech, or education sectors. Therefore, future investigations should be conducted in various sectors and locations around the world to test their effectiveness.

This is a cross-sectional study whereby data is captured at one specific point in time. The findings are thus indicative of very strong relationships, but not causative between inclusive leadership, resilience, and team performance. Longitudinal studies are necessary to trace how these relationships change over time and the long-term impact of leadership practices on team outcomes. The study, however, looks at remote work as a moderating variable and cannot therefore account for the variance in the arrangements of remote work. The effectiveness of inclusive leadership will vary with the amount of remote work, the digital communication tools adopted, and organization policies. This calls for variations in future studies to give clearer insights into leading in remote setups.

Although this study examines remote work as a moderator, other factors, including organizational culture, leadership style, and employee autonomy, could influence the efficacy of inclusive leadership. Future research should strive to investigate other contextual variables that could interactively modify the relationships found in this study.

With this in mind, future research could further build on the current study to provide an even more inclusive understanding of how inclusive leadership enhances resilience and boosts team performance across different work environments.

5.6 Conclusion

This study provides an empirical basis to support the significant role of Inclusive Leadership (IL) in enhancing Team Performance (TP), especially the mediating role of Employee Resilience (ER) and the moderating role of Remote Work (RW). The results indicated that inclusive leadership generates a safe work environment with psychological resources; thus, effective team dynamics were generated and improved performance outcomes. Furthermore, employee resilience emerged as a crucial mechanism through which inclusive leadership translates into enhanced team performance, highlighting the importance of resilience-building initiatives within organizations.

However, the findings also reveal that remote work presents unique challenges to inclusive leadership's effectiveness. Contrary to expectations, remote work did not strengthen but instead weakened the direct influence of inclusive leadership on team performance. This suggests that the digital and physically dispersed nature of remote work environments may create barriers that limit leaders' ability to cultivate inclusivity and engagement. These findings contribute to the growing discourse on leadership effectiveness in virtual work settings, emphasizing the need for adaptive strategies to maintain leadership impact in remote environments.

The study's contributions extend across theoretical and practical domains. Theoretically, it builds upon the Leader-Member Exchange (LMX) theory by demonstrating that inclusive leadership not only enhances team performance directly but does so more effectively when employees exhibit resilience. This would align with earlier research indicating that psychological safety and social support from leadership are major antecedents to resilience in organizational settings. In this sense, by framing resilience as an important mediator, the present study further develops theories

of leadership to highlight resilience as an organizational resource that builds the strength of teamwork.

From a practical point of view, the study underlines that investment is to be made into leadership development programs that make the workplace remote, inclusive, resilient, and adaptable. Leadership needs to include the skills for psychological safety, active listening, and communication transparency to ensure the inclusionary nature of leadership even if the workplace turns virtual or hybrid. Additionally, resilience training initiatives, such as stress management workshops, peer mentorship programs, and adaptive problem-solving exercises, should be integrated into employee development frameworks to sustain high performance.

Future research should further explore the nuances of inclusive leadership's effectiveness across different organizational contexts, industries, and cultural settings. Longitudinal research can help establish causal relationships involving inclusive leadership, resilience, and team success over time. Other moderating factors, including corporate culture, team diversity, and leadership styles, must also be examined to gain a better understanding of the effectiveness of leadership in changing work contexts. Thus, in summing up, the report underlines the necessity for inclusive leadership in forming an effective high-performance team, further emphasizing the nature of resilience as an intermediary. Since challenges of the modern workplace bring a need to adjust leadership behaviors in response to the remote workforce, organizations which are investing time in developing leaders on inclusive principles and building resiliency can look forward to thriving in complex environments and attaining long-term performance success.

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Appendix



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ISLAMABAD**

Department of Management Sciences

Dear Respondent,

I am a student of MS (Project Management) at Capital University of Science & Technology, Islamabad. My research focuses on "The Role of Inclusive Leadership in Team Performance," with Employee Resilience as a mediating factor and Remote Work as a moderating factor. Your insights will be invaluable in understanding these relationships in a real-world context. I would be grateful if you could complete the attached questionnaire, which should be engaging and thought-provoking. Your responses will remain confidential and will be used strictly for academic purposes.

Thank you very much for your participation.

Yours sincerely,

Syed Kashan Azam

MS Research Scholar

Section I: (Demographics)

Section 3: Supervisors Information

Please select the appropriate option.

1. Gender:

A. Male B. Female

2. Education:

1. School 2. College 3. Bachelors 4. MS/MPhil
5. PhD

3. Age (years):

1. 18-25 2. 26-33 3. 34-41 4. 42-49 5. 50 or
above

4. Experience (years):

1. 0-5 2. 6-10 3. 11-15 4. 16-20 5. Over 21

For following set of questions. Please read the statement and tick mark the box of your choice against each statement. To indicate the extent to which you agree or disagree with the statement.

1. **Strongly Disagree**

2. **Disagree**

3. **Neutral**

4. **Agree**

5. **Strongly Agree**

Section II: Inclusive Leadership Questionnaire

For the following questions, please tick in appropriate boxes your strength of agreement with the following statements:

1) Strongly Disagree, 2) Disagree, 3) Neutral, 4) Agree and 5) Strongly Agree

Sr No:	Questions	1	2	3	4	5
1	The manager is attentive to new opportunities to improve work processes (openness).					
2	The manager is open to discuss the desired goals and new ways to achieve them (openness).					
3	The manager is available for consultation on problems (availability).					
4	The manager is an ongoing 'presence' in this team—someone who is readily available (availability).					
5	The manager is available for professional questions I would like to consult with him/her (availability).					
6	The manager is ready to listen to my requests (availability).					
7	The manager is ready to listen to my requests (availability).					
8	The manager encourages me to access him/her on emerging issues (accessibility).					
9	The manager is accessible for discussing emerging problems (accessibility).					

Section III: Employee Resilience Questionnaire

Sr No:	Questions	1	2	3	4	5
1	I effectively adapt to change at work					
2	I effectively collaborate with others to handle unexpected challenges					
3	I can handle a high workload for long periods of time					
4	I strive to solve problems at work					
5	I resolve crises competently at work					
6	I learn from mistakes and improve the way I do my job					
7	I continuously re-evaluate my performance and strive to improve the way I do my work					
8	I effectively respond to feedback, even criticism					
9	I know who to contact at work when I need specific expertise or support					
10	I approach managers when I need their expertise or support					
11	I view a close call at work as a chance for re-evaluation and improvement					
12	I typically perceive change as an opportunity for growth					
13	I tend to find positives from most difficult situations at work					

Section IV: Team Performance Questionnaire

S.No	Team Performance	1	2	3	4	5
1	The team leader directed the project team members to do what was required in project					
2	Project team leader had a broad viewpoint.					
3	Project team members communicated well.					
4	Project team members cooperated to do the tasks in a timely manner					
5	Project team maintained calm and control.					
6	Project team morale was positive					
7	Project team adapted to changing situations					
8	Project team monitored and reassessed the situation					
9	Project team anticipated potential actions					
10	Project team prioritized tasks					
11	The team followed approved standards and guidelines					

Section IV: Remote Work Questionnaire

Sr NO	Remote Work	1	2	3	4	5
1	My organization provides training in e-working skills and behaviors					
2	I trust my organization to provide good e-working facilities to allow me to e-work effectively					
3	My organization trusts me to be effective in my role when I e-work remotely					
4	My manager does not micro-manage me when e-working remotely					
5	I trust my manager to provide me with career professional developmental opportunities when e-working remotely					
6	When I am not visible e-working remotely, my manager trusts me to work effectively					
7	My work is so flexible I could easily take time off e-working remotely, if and when I want to					
8	My line manager allows me to flex my hours to meet my needs, providing all the work is completed					
9	My supervisor gives me total control over when and how I get my work completed when e-working					
10	There are no constraints on the location where I work providing I complete my role effectively					
11	I work flexible hours across the day breaking down my hours to suit my work and non-work commitments					
12	My e-working does not take up time that I would like to spend with my family/friends or on other non-work activities					

13	When e-working remotely I do not often think about work-related problems outside of my normal working hours					
14	I am happy with my work-life balance when e-working remotely					
15	Constant access to work through e-working is not very tiring					
16	When e-working from home I do know when to switch off so that I can recuperate effectively					
17	My relationships suffer when I am e-working remotely					
18	I feel that work demands are much higher when I'm e-working remotely					
19	When e-working I can concentrate better on my work tasks					
20	E-working makes me more effective to deliver against my key objectives and deliverables					
21	My overall job productivity has increased by my ability to e-work remotely/from home					
22	If I am interrupted when working from home I still meet my manager's quality expectations					