The Impact Of Inclusive Leadership On Project Success: Mediating Role Of Employee Engagement And Moderating Role Of Leader Self-Sacrifice

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Abstract

Employee engagement acts as a mediator, self-sacrifice of leader acts as a moderator, and inclusive leadership and project success are examined in this study. This study is being conducted in a Pakistani project-based organisation, to be more precise. It was decided to use convenience sampling to get data from project staff. Data were gathered from 400 employees of the top project management companies in Pakistan in each major city using a validated questionnaire. In order to analyse the information gathered from the respondents, SPSS and Smart PLS were employed. The data supported every other hypothesis with the exception of the one that self-sacrifice by leaders moderates the relationship between inclusive leadership and employee engagement. Positive connections between inclusive leadership and project success have been found. It has also been demonstrated that employee engagement functions as a mediator between the two factors. The results also lend credence to the idea that a leader's readiness to give up something in favour of a larger good can have a moderating effect. Discussions about the theoretical and practical ramifications.

Keyword: Inclusive leadership, Leader self-sacrifice, Employee engagement, Project success

1. Introduction

Companies are moving away from traditional functional structures and toward task-based structures, but the procedures and tools for monitoring progress-based testing are still unclear. Pushing people forward who aren't directly participating in the effort is one of these mysterious strategies. Serrador and Pinto claim that the annual debt for projects with significant funding is in the trillions of dollars (2015). Planning must be exact, goal-oriented, and time-effective for task management to be effective, but this is easier said than done. The skills of a project manager are crucial in defining and expressing the most important goals of project implementation, according to Atkinson (1999). The abilities and utility of the task are defined by the partners. On the other hand, accepted managers must adhere to these conditions and pass the test within the allotted time.

Additionally, effective project management stands out for its ability to keep a project within its cost constraints (Ramazani et al., 2015). Whether or not an organisation achieves its vision and goals depends on how well a manager uses the suggested resources and applies the three criteria such as money, scope, and time (Shrunhur et al.,

1997). Executives have always been viewed as essential to inspiring employees to think creatively and advance the organisation (Crant, 2000; Hollander, 2009). The success of the project can be linked to the distinguishing characteristics of the approach groups.

Many professionals lack a strong understanding of the many organisational norms and tactics, as well as the functional connection with reality, which are necessary for effective connected management, according to (Carmeli et al., 2010). Leaders that value diversity and inclusion might wish to help close this gap. The capacity of inclusive leaders to bring out the best in their team members is one of their defining characteristics. Success in the competitive and complicated corporate world of today depends on having these qualities. They collaborate to quicken development and enhance overall performance. The manual for enhancing one's interpersonal abilities is complete. It has been shown that managers who exhibit trust in the availability of such amenities in the workplace and who make accommodations for their employees' mental and physical well-being increase productivity (Hirak et al., 2012).

One instance of how followers may profit from a leader's willingness to risk personal objectives is self-sacrifice (Yorges et al., 1999; Mulder et al., 2010). They postponed their needs in order to help the company's leadership fulfil its objective. On the other hand, research has shown that top-down management and supervision of people in various organisational departments can limit their creativity. Lack of oversight and the possibility of intense inspection from a variety of sources can both hinder employee innovation (Zhou & Ren,2011). With regard to the relationship between inclusive

leadership and project success, this study is at the forefront of research into the mediating and moderating effects of employee engagement and the leader's readiness to make sacrifices for the greater good. The main goal of this method is to boost productivity. The ideal working environment for one's own employees, whose higher productivity is linked to the favourable conditions in which creativity, efficiency, and collaboration can thrive, has, nevertheless, become a necessity that must be met (Mani, 2011 & Associates, 2004; Markos et al., 2010).

Employees use and explicitly themselves physically healthy, intellectually, experience-based, and emotionally at various other stages to use in job performances to boost efficiency, according to Kahn (1990), who introduced the idea of employee engagement (Kahn 1990; Saks, 2006). The practicality of the organization's process, additional important safety factors (management style, various organisational requirements to increase efficiency, social elements), and availability in accordance with the organization's requirements are among the physiological standards of engagement (elements of work). Another well-known definition, according to Kahn, comes from Buckingham and Coffman (1999), who worked for the Gallup organisation: Having the appropriate individuals in the appropriate positions inside an organisation with the required skills and expertise is the single most important factor in boosting productivity and overall performance with the proper top-to-bottom management structure. According to three important sports, employee engagement is described as "the state in which employees are emotionally, intellectually, technically, and practically engaged with the business or organisation"

(Associates 2004; Markos et al., 2010). Employee engagement is characterised as a degree of dedication, interest, and fulfilment in one's work (Macey & Schneider, 2008). The end results of a project must match the enterprise's strategic objectives in order to determine whether it was successful (Serrador & Turner, 2015). If you don't have a standardised way to acquire fixes, "project fulfilment" is tough to understand (Rehman, 2020). Leaders influence their groups by inspiring their followers to carry out the tasks that have been delegated to them. Human-centeredness is a key element of inclusive leadership (Liu et al., 2017; Wageman et al., 2001; Zwikael et al., 2011). The moderating and mediating impact of employee involvement in the unintended consequences of inclusive leadership on project performance has not, to my knowledge, been theorised or experimentally explored.

This study's main goal is to better understand how employee engagement influences inclusive leadership and successful project outcomes. Additionally, it will be investigated how self-sacrifice plays a role in mediating the link between inclusive leadership and employee engagement. The researcher should focus on all the aspects that contribute to the project's success and look into how the project was successful in the study (Boonstra & Wortmann, 2010). Along with looking at the variables that affect project success, we also look at how an inclusive leader creates a positive work atmosphere by making personal sacrifices. The main objectives of this study are to better understand how selflessness in leaders influences the connections between inclusive leadership, employee engagement, and project success.

2. Literature Review

2.1. Theoretical Framework:

All of the factors examined in this work are best explained by the leader-member exchange theory. This hypothesis is thought to be outside the purview of organisational systems, linkages, and differentiating components. The efficiency of a leader is influenced by how they manage their team's skills as well as how they interact with their subordinates. The significance of a leader's ability to affect a relationship's quality in both good and poor ways is emphasised throughout the essay. When he cultivates relationships that are overly exceptional, they help him achieve the intended results of leaving by taking accountability. When exposed to a group setting, they also offer beneficial results (Kacmar et al., 2003). The core tenet of the current study is the Leader-member exchange (LMX) hypothesis, which holds that a leader-employee connection enhances the proper beneficial outcomes (Volmer, Spurk & Niessen, 2012).

When people have access to materials related to their activities and the difficulties they face at work, they are motivated to perform at their best (De Jong et al., 2007). According to both the upward dyad linkage theory and the leader-member exchange (LMX) hypothesis, leaders maintain their dominance by creating an unstated economic agreement with their followers. Several scholars examined the direct and indirect effects of inclusive leadership on professional performance using the LMX hypothesis (Nishii, 2009). Leadership that is open, accessible, and transparent inspires workers to give their best efforts and deliver on promises. These qualities in a leader help to create a stable social environment where workers are more inclined to take initiative and contribute to the project's success (Shore et al., 2011).

2.2. Inclusive Leadership and Project Success

The most challenging issue right now is maintaining control over managers and employees (Espinoza et al., 2016). In addition to enforcing rules and regulations that limit employees' freedom of expression and movement in the workplace, leaders must foster an environment that encourages inclusivity and motivates the workforce to reach their full potential in order to create a productive workplace where employees are comfortable and productive. By working closely with their staff members and using their power to boost productivity, managers may ensure that the project is finished on schedule (Yukl, 2012). Leaders of ongoing initiatives must focus on the overall goal and the steps required to get there (Redick et al., 2014). This range is the most efficient boost range and will increase the business and individual productivity of all managers and staff in the company (Soares & Marquis, 2011). In corporate settings, management is therefore essential (O'Reilly et al., 2010).

The CEO of the company must see to it that all staff members are given the necessary training to produce work of sufficient quality and quantity to meet the needs of the organisation and its customers (Anvari et al., 2014). Kezar and Lester assert that inclusive leadership ensures the kind of management necessary to uphold our civil rights commitments (2010). As a relatively new phenomenon, inclusive leadership may provide challenges when it comes to hiring decisions intended to increase workplace productivity (Ryan, 2007). According to Carmeli et al. (2010), the company's inclusive leadership's guiding principles can ensure enhanced overall performance, higher motivation, and innovation. They can

also help retain creative individuals (Hunt et al., 2015). In order to increase output, a friendlier culture is also being implemented concurrently (Mujtaba, 2013).

By failing to give their team members the tools, flexibility, and constraints they need to fully utilise their individual creativity, leaders who see their role as advisors and helpers as oppositional order and control can restrict the creativity of their organisations. Additionally, inclusive leaders are essential for creating a progressive team because they can raise team members' intrinsic motivation by exhibiting consideration for their goals, aspirations, and feelings as well as by being readily available and accessible to meet their needs for success, growth, and development (Ye et al., 2019). Leaders that strive to get to know their staff members and help them succeed at work are practising inclusive management (Nembhard, 2006). Innovative and inventive ideas are the main emphasis of inclusive leaders because they provide a number of opportunities for the completion of any given endeavour. Leaders that are inclusive value each team member and go above and beyond to maintain their motivation (Kugelmass, 2003; Ryan, 2007). A culture of respect for everyone is fostered through inclusive leadership in the first place, and every voice is valued and heard in the second (Khan et al., 2020). Project success is influenced by a number of variables, including client outcomes, project output, staff impacts, direct satisfaction, capacity readiness, and business venture success. Second, inclusive leadership calls for regular group gatherings where everyone is encouraged to share opinions and voice concerns about the team's continued success in achieving its stated objectives. Third, effective leaders inspire their teams to develop a variety of solutions to the issues that arise in each endeavour (Carmeli et al.,

2010). Since it encourages healthy venture performance in the face of genuine project significances, this new model of employee behaviour benefits both the organisation and its personnel. It increases the likelihood of a successful project finish.

To summarize, we hypothesize the following relationship:

H1: Inclusive leadership positively and significantly impacts project success.

2.3.   Inclusive Leadership and Employee Engagement

Some have even argued that the most important factor in judging how original a group is is its leadership. Studies on how leadership affects employee creativity at work show that leaders support employee creativity in a variety of ways (Mumford & Hunter, 2005). To start, leaders have the capacity to provide innovative approaches to problem-solving. Second, leaders can contribute materials like their own time and money as well as access to crucial data and information to help the creative endeavour progress. Finally, effective leaders can spur their followers to greater exposure and inventiveness. In a fourth strategy, leaders encourage followers to engage in creative endeavours by providing them with relational support (Carmeli et al., 2010).

A good leader follows through on their commitments, completes all tasks on time, and strives for win-win outcomes with their team members. This is done through "excessive execution and advancement" and is based on respect, reputation, response, inspiration, consolation, and the desire to give back to society (Hollander, 2009). Additionally, when subordinates are given the freedom to ask questions, they develop a

perception of the leader's effective congenialness (Carmeli et al., 2010), and operations continue to run smoothly thanks to the leader-member change courting produced by the highest level of employee and leader understanding (Nishii & Mayer, 2009). When all members of an organization adopt an inclusive leadership style, everyone benefits. This is due to the fact that everyone's bodily and mental needs are regularly satisfied, and everyone seems to like their jobs. A motivated and effective workforce is more likely to result from management that invites all employees to participate in the creation and implementation of plans for achieving the company's objectives (Y. Liu, 2016).

This study suggests that having inclusive leadership is important for keeping loyal workers. In other words, both inclusive and assertive leadership philosophies raise employee engagement. Strategic, passive, humorous, and authentic leadership have a significant impact on employee engagement, as was previously stated in "The leadership is strongly connected to work attitude and employee behaviour" (Zhou, 2018). Leaders who take ownership of their followers' efforts are more likely to motivate them to put in extra effort. Finally, an inclusive leader welcomes, encourages, and values the suggestions and accomplishments of staff members (Nembhard, & Edmondson, 2006). An investigation into the relationship between inclusive leadership and worker loyalty revealed promising results.

When leaders are inclusive and the leadership is more clearly defined, employees are more invested in their work. In conclusion, an inclusive leader is one that values employee input, is open to new ideas, and gives workers a voice because they

realise that doing so will help the company succeed in the long run (Rodriguez & Jose Luis 2018). This investigation has enhanced our understanding of the components that contribute to inclusive leadership outcomes as well as the background of employee loyalty.

To summarize, we hypothesize the following relationship:

H2: Inclusive leadership significantly and positively impacts employee engagement.

2.4.   Employee Engagement and Project Success

A few commonly used measures of project success existed in the 1960s and 1980s, and others have subsequently been developed. Benefits to the enterprise, benefits to stakeholders, benefits to the undertaking's employees, and success for the enterprise Academic circles commonly credit Aga et al. (2016) and Kahn (1990, 1992) as the conceptual pioneers of employee engagement. He suggested that workers' capacity for being true to their professions was distributed along a spectrum. Employees are more likely to feel appreciated and invested in their jobs when they work in environments that encourage open expression. People who feel disengaged are more prone to put off activities and eventually give up if they perceive the atmosphere is unfavourable (Avery et al., 2007). The level of personal investment that employees have in the success of the company and the upkeep of its ideals is known as employee engagement. Restoring confidence and comradery between management and staff through projects enables them to work together toward a common objective (Penna, 2007).

Kahn (1990) described employee engagement as a "Extension of organisational individuals" that helps workers perform their jobs more effectively.

The Harvard Business Review found that organisations with higher levels of employee engagement had happier customers when compared to those with lower levels of engagement (Bakker et al., 2008). People who put in more effort should receive greater motivation and support than those who put in less effort. Studies show that companies with a positive work atmosphere have superior management. A stronger sense of self-worth and job happiness for the employee has a significant positive impact on both the employee and the firm (Biswas & Bhatnagar, 2013).

The company is project-based, and employees spend their days working on various projects. The project is expected to be completed on schedule and on budget, with minimal operational costs and maximum project profit. As a result, there is a significant improvement in the project's prospects of success. By providing different sources of income, a secure and welcoming atmosphere, meaningful work, benefits, and recognition, employers can keep their best employees. People who are content with their occupations and have a lot on their plates are less likely to start looking for work in the near future. His dedication to the business is apparent, and he helps it continue to grow (Mehta, Kurbetti & Dhankhar, 2014; Siddiqi, 2015). Employees who have good working connections with their managers put more effort and intelligence into the company's success.

Finally, we offer the following hypothesis regarding their connection:

H3: Employee engagement significantly and positively impacts project success.

2.5. Employee Engagement as Mediator between Inclusive Leadership and Project Success

Due to the wide range in project size, scope, and complexity as well as the metrics used to determine success, it is extremely unlikely that an agreed-upon set of job satisfaction principles could be established (Müller et al., 2007). Additionally, opinions on overall performance vary greatly depending on the industry. For instance, they observe that a customer's perspective on satisfaction and the importance of satisfaction criteria differ "based on the guidance of character, ethnicity, project type, and agreement" (Mir & Pennington, 2014).

High levels of employee engagement have been linked in studies to positive outcomes like increased productivity, profitability, and customer retention. Disinterested employees are less effective and efficient at their tasks and can raise pricing. An organization's effectiveness is influenced by the thoughts and initiatives of its personnel. The success of any firm depends on the factors that affect workers' passion for their work (Jalil, 2017). When leaders value diversity and inclusion, employees are motivated to contribute more of their abilities to the success of the business. As a result, task completion is more likely because staff members are more invested in the procedure and have more suggestions for how to advance how work is done (Gupta, Singh & Bhattacharya, 2017).

Employee engagement has a direct and advantageous effect on the accomplishment of both leadership and initiatives, claim Haffer & Haffer (2015). Employee involvement increases the positive actions they do in support of the project and the company. The best method for making as much money as possible for the organisation is that one. They assert that they have done extensive research and identified a number of likely aspects that will support the project's success. Since the team's overall productivity can be increased by introducing fresh perspectives and ideas, leadership is crucial in this situation. This raises the prospect of the project succeeding (Gupta, Singh & Bhattacharya, 2017).

Vincent et al. (2012) used orientation-sensitive measures to examine the mediation effect of staff members' passion for their work in connection to leadership style and project outcomes. Bell discovered that project success is significantly impacted by work involvement (2010). Similar results have been found in numerous studies, demonstrating the significant influence that staff involvement has on project success (Karatepe & Ngeche, 2012).

To summarize, we hypothesize the following relationship:

H4: Employee engagement as a mediator between inclusive leadership and project success.

2.6. Leader Self-Sacrifice as Moderator on the Relationship Inclusive Leadership and Employee Engagement

When a leader is willing to put aside their own needs in favour of the larger good of the group, morale and productivity in the administration improve. The prototype group leaders are depended upon to increase the benefit of the gathering without

disclosing their organization-orienteers, according to the social-differences evidence evaluation, because they are sort of the gatherings' exemplification. Leaders that don't fit the usual mould have particular challenges. Their group-oriented members are unlikely to increase their sufficiency through group sacrifice because they emphasise solidarity and representation over personal gain (Van Knippenberg et al., 2005). When workers are happy with their jobs, whether it be due to the prestige that comes with holding a prominent position within a company or another aspect of their work, they respond favourably. To do this, they must devote more time to their jobs (Azim et al., 2021). According to experts, selflessness is a crucial quality of a good leader (De Cremer et al., 2004, 2005). Employees who are passionate about their jobs are more likely to go above and above in their work and to maintain their composure under pressure (Perwira et al., 2021). Grobler and Grobler (2021) claim that ethical leadership has a positive impact on representatives' representative behaviour and hierarchical work by providing them with direction, work fulfilment, accountability, and inspiration (Kahn 1990; Carmeli et al., 2010). Leaders that are willing to put their lives in danger go above and above in their work and are the first to

acknowledge errors made while on the job to protect the team's members. He then goes into great detail about his staff's duties. The leader has the authority to determine who receives what rewards and when. Because the success of the business depends on them, their efforts are rewarded with a wage, bonuses, allowances, health care, and other benefits (Baumeister et al., 1998; Muraven et al., 2000). The capacity to put oneself on the line for the benefit of others is another crucial aspect of a leader's authority. As a result, the leader limits his access to any means by which he can further his objectives. Humans are limited in their capacity for mental acuity, as the ego-depletion hypothesis suggests. Participating in or concentrating on such activities helps leaders hone their talents because it is these people who offer guidance on how to rein them in. To ensure that workers are dedicated to their jobs and prepared to sacrifice more for the project's success (Hagger et al., 2010; Xu et al., 2022).

To summarize, we hypothesize the following relationship:

H5: Leader self-sacrifice moderates the relationship between Inclusive leadership and employee engagement in such a way that the relationship is strengthened when leader self-sacrifice is high.

2.7.   Research Model
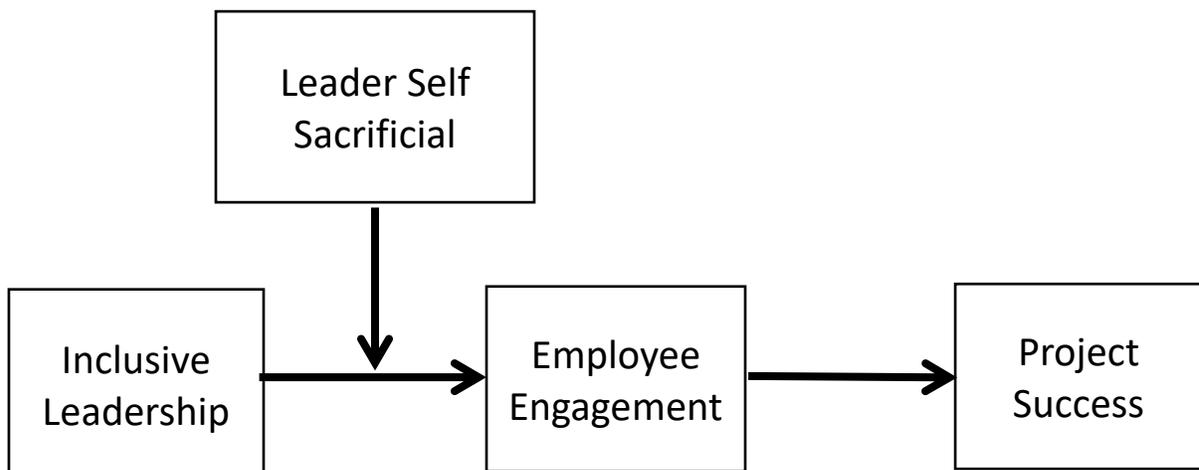
3. Methodology

Project-based business personnel are included in the study. To get their feedback, we gave them surveys to complete. We adopted a cross-sectional strategy for data collection because of the study's time limitations, which required roughly two months. This study used a deductive approach to gather data with the aid of an automated questioner before looking for relationships that act as mediators and moderators between the dependent variable, the independent variable. The questions included in the quantitative method assist shed light on respondents' experiences as they go about their days in various circumstances. For the quantitative approach, they are perfect. The descriptive approach is employed in this study to examine the connection between inclusive leadership and project success, with leader self-sacrifice and employee engagement acting as moderators and mediators, respectively. Leader self-sacrifice and employee engagement are discovered to be moderators and mediators of the effect of inclusive leadership on project success through both qualitative and quantitative study approaches. Data from the targeted demographic was acquired. To learn which organisations in Pakistan are leading the movement, we got in touch with a range of project-based organisations. For the purposes of this investigation, an individual is the fundamental analytical unit (workers or management working in the project-based association). As a result, the unit of analysis in a project-based organisation is made up of project managers and leaders. The participants in this study were people who work for "project-based" organization. Managers participants were questioned in order to compile statistics. In a project-based structure, gathering data from the entire population is challenging. The four major cities of Pakistan (Islamabad, Lahore, Multan, and Faisalabad) will form project-based groups to guarantee that each company receives an acceptable number of surveys. To guarantee that each company receives an acceptable number of surveys, a statistically reliable sample will be taken from the entire population.

3.1. Measures

All of the survey questions in this study used a 5-point Likert scale, with 1 being the strongest disagreement (strongly disagree) and 5 being the strongest agreement (strongly agree). We added eight demographic parameters to our questionnaires in addition to the customary inquiries to better understand our respondents. Nine criteria have been created by Ye, Wang, and Guo to gauge inclusive leadership (2019). The manager is open to hearing new ideas are one of the factors evaluated. The project success will be evaluated using fourteen items created by Aga et al (2016). One of the scale's elements, for instance, is "The project was completed on time." This is done using the Employee Engagement Survey by Avery et al (2007).

The claim "I know what is expected of me" is one factor on the scale. Five criteria were devised by Knippenberg and Barbara van to evaluate a leader's self-sacrfice at work (2005). Asking "Did your supervisor participate in the idea generation task?" is one option.

4. Data Analysis:

Data from respondents in this study were analysed using Smart PLS and SPSS. Statistical analysis and quantitative research make up the two main parts of the information analysis process. Quantitative analysis takes into account both broad factors like age and experience as well as more specific factors like the types of occupations people have. Data collected during this phase are interpreted using statistical analysis.

4.1. Descriptive Analysis:

Quantitative approaches are employed in the current investigation to interpret the data received from the project team members. The sample population's demographics are discussed in this study. In addition to the distribution of demographic factors like age, qualification, nature of employment, organisational sector, and so on, this study also includes quantitative data (i.e. mean, standard deviation, etc.) on other variables like inclusive leadership, leader self-sacrifice, employee engagement, and project success. We present quantitative information in the form of tables in the sections that follow, one table per demographic characteristic. The key traits of the samples used are described in these tables.

Category	Options	Frequency	Percent	Mean	Std Dev
Gender	Male	394	98.5		
	Female	6	1.5	2.1575	.73077
Age					
	18 to 25 Years	61	15.3		
	26 to 33 years	234	58.5		
	34 to 41 years	86	21.5	1.0150	.12170
	42 and above	19	4.8		
Marital Status					
	Single	94	23.5		
	Married	306	76.5	1.7650	.42453
Education					
	Bachelors	172	43		
	Master	44	11		
	MS/MPHIL	169	42.3	2.0675	1.00022
	PhD	15	3.8		
Designation					
	General Manager	24	6		

	Assistant General Manager	7	1.8		
	Manager	130	32.5		
	Assistant Manager	228	57	3.5175	.92022
	Officer	4	1		
	Assistant Officer	2	0.5		
	Others	5	1.3		
Experience					
	Less than 5 years	69	17.3		
	6-10 Years	231	57.8		
	11-15 years	75	18.8	2.1625	.83537
	16-20 years	16	4		
	Above 20 years	9	2.3		
Nature of Employment					
	Contract	218	54.5		
	Permanent/Regular	182	45.5	1.4550	.49859
Organization sector					
	Public	40	10		
	Semi Public	100	25	2.5500	.66979
	Private	260	65		

Table 1 Sample Statistics

In Table no 1, Both male and female employees from various Pakistani project-based organisations make up the sample population for the survey. Boys and girls are represented in our data, as seen in Table 1. Men made up 99.5% of the 400 competitors, while women made up 1.5% of the total. There are an exceptionally great amount of men here. Your age range will be important if you're undertaking a demographics analysis. Four age groups have been created in a project-based organisation for the aim of collecting data. Table 2 displays the sample's age distribution. The median age of responders was between 18 and 25 (15.3%), 26 and 33 (58.5%), 34 and 41 (21.5%), and 42 and over (4.8 percent). A disproportionately high proportion of responses come from respondents between the ages of 26 and 33. The requirements for participants' eligibility are listed in this table. Table showing respondents' marital status Table 3 shows that of the 400 respondents, 23.5% are single and 76.5 % are married. The eligibility of the participants is described in the table below. Table 4 shows that out of 400 respondents, 43 percent had a bachelor's degree, 11 percent had a master's, 42. third had an MS/MPhil, and 3. eighth had a PhD. According to Table 3, many of the respondents are bachelors. The results show that 6.3% of respondents worked as general managers, 1.8% as assistant general managers, 32.5% as managers, 57.3 % as assistant managers, 1.0 % as officers, 0.5 % as assistant officers, and 1.3 % as other staff. both the quality of the respondents and the

knowledge gained from their comments. Table 6 reveals that just 18.8% of respondents had any relevant experience, whereas 82.7% have worked there for five years or more (6-10 years) and 17.3% have worked in the organisation for less than five years (11-15 years). For this age range (16 to 20), the response rate was 4%. 2.3% of those surveyed had experience of 20 years or more. The study's respondents comprised 45.5% permanent employees and 54.5% contract workers. Various organisations' replies Sector. Table 8 shows that 10%, 25%, and 65% of all organisation sector employees respectively work in the public, semi-public, and private sectors. The business community has significantly contributed.

4.2. Confirmatory Factor Analysis:

Constructs	Items	Loadings	Alpha	CR
Inclusive Leadership	IL1	0.734		
	IL2	0.724		
	IL3	0.664		
	IL4	0.669		
	IL5	0.683		
	IL6	0.626		
	IL7	0.611		
	IL8	0.729		
	IL9	0.722	0.86	0.889
Project Success	PS1	0.588		
	PS2	0.626		
	PS3	0.659		
	PS4	0.586		
	PS5	0.597		
	PS6	0.595		
	PS7	0.6		
	PS8	0.599		
	PS9	0.65		
	PS10	0.647		
	PS11	0.544		
	PS14	0.593	0.856	0.882
Employee Engagement	EE1	0.654		
	EE2	0.677		
	EE3	0.678		
	EE4	0.677		
	EE5	0.681		
	EE6	0.651		
	EE7	0.677		

	EE8	**0.703**		
	EE9	**0.626**		
	EE10	**0.676**		
	EE12	**0.694**	0.892	0.91
Leader Self-sacrifice	LSS1	**0.73**		
	LSS2	**0.793**		
	LSS3	**0.788**		
	LSS4	**0.776**		
	LSS5	**0.748**	0.825	0.877

Table 2 Results of Confirmatory factor Analysis

The subjective validity measures of the scales were thoroughly analysed using confirmatory factor analysis. A trusted statistical technique called confirmatory factor analysis (CFA) has been used in several studies to more easily analyse the relationships between variables. Researchers are urged to use this method in their studies and to think about increasing or decreasing the number of scales used for each variable. Figure 3 displays CFA results at level 1, while Figure 4 displays CFA results at level 2. The results are thoroughly and extensively interpreted in the following, as made clear by the relevant criteria.

After applying the approach, it was discovered that no factor loading was less than 0.5 and that only six items (PS1, PS4, PS5, PS6, PS11, and PS14) had factor loadings more than 0.6. To be explicit, all of those items had factor loadings of 0.6 after rounding, despite the fact that Fornell and Larcker (1981) assert that no items were removed due to low factor loading. As seen in Table 2, Cronbach's alpha enhances dependability and composite reliability.

4.3. Discriminant Validity

	Employee Engagement	**Inclusive Leadership**	**Leader self-sacrifice**	**Project Success**
Employee Engagement	0.676			
Inclusive Leadership	0.578	0.686		
Leader self-sacrifice	0.721	0.530	0.767	
Project Success	0.614	0.755	0.510	0.615

Table 3 Discriminant Validity

The variables in an experiment must be completely unlike to one another to obtain discriminant validity. In order to thoroughly explore the variations in perceptions of the four variables used, we compute the discriminant validity of each measure independently to ensure the validity of this study. When all of the variable values are less than or equal to 0.85, Table 2 displays the Fornell-Lacker criterion. This section focuses on enhancing our estimation of

discriminant validity in order to establish at least one stable threshold value.

4.4.   Structural Equation Model:

Relationship	Beta	SD	T	p-value	Hypothesis
EE-->PS	0.266	0.042	5.857	0.000	Accepted
IL-->EE	0.578	0.042	13.634	0.000	Accepted
IL-->PS	0.601	0.04	14.854	0.000	Accepted
IL-->EE-->PS	0.154	0.032	4.812	0.000	Accepted
LSS-->EE	0.579	0.04	14.391	0.000	
Moderating Effect of EE	0.005	0.039	1.133	0.894	Rejected

Table 4 Results of SEM
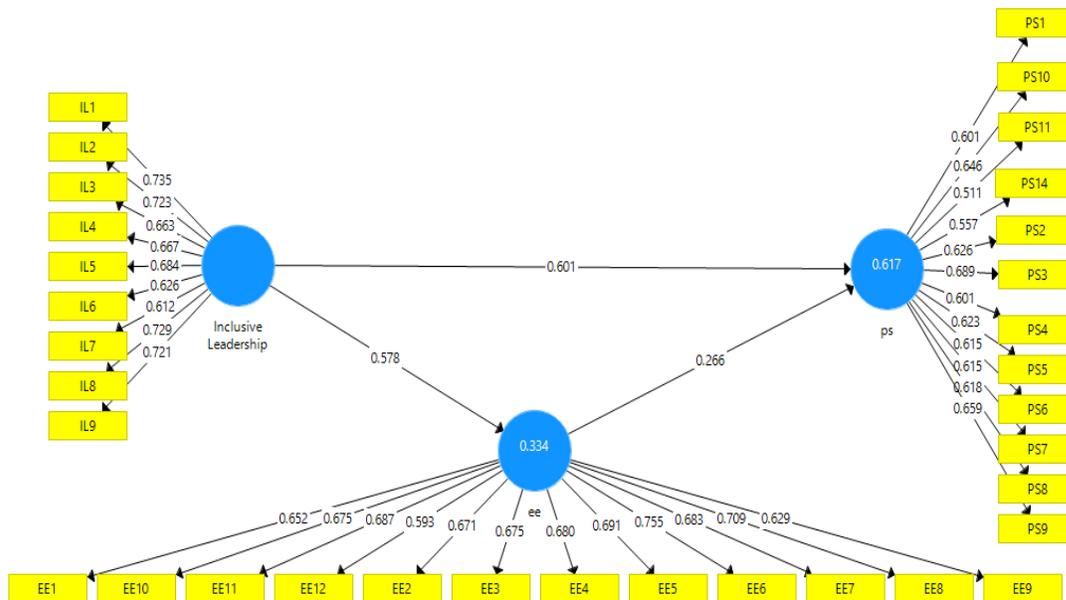
Figure 1 Structural Equation Model (SEM)

Structure Equation Modelling, Smart PLS was employed. Regression analysis with mediation is employed in studies involving mediators. The finding in table 13 reveals that IL and PS have a significant direct effect (B=.601, p 0.05). It reveals that IL and EE are positively correlated (B=.578, p 0.05). The association between EE and PS is also favourable (B=.266, p 0.05). There is partial mediation in the current study because the direct effect of IL on PS is greater than the indirect effect of IL on PS via EE, which is (=.154, p 0.05). To evaluate the link between the IV and the DV, moderate regression analysis is used (Liu et al., 2003). In this study, moderating regression analysis was performed using Smart PLS. This analysis displays the association between IV and DV's moderating variable's strength or weakness. The mediator in

this study's analysis of the relationship between inclusive leadership and employee engagement is the leader's self-sacrifice. According to the investigation, leader self-sacrifice has a favourable impact on employee engagement (= 0.579, p =.000); this finding is shown in Table 14. While the moderating influence of leader self-sacrifice is not significant (= 0.005, p =.894), the finding is clear. As a result, theory 5 is disproved.

5. Discussion and Conclusion

Communicating with your followers as a leader The theoretical underpinnings of the model we are interested in mirror our research aims. The purpose of this study is to explore the relationships between inclusive leadership and project success, employee engagement as a moderator, and a leader's willingness to make sacrifices. Contrarily, the proposed model was developed with a particular objective in mind, and its figures were calculated with a project-based organisation in Pakistan in mind. Any organization's success depends on its leaders. A leader inspires followers to pursue the organization's objectives by upholding the organization's vision and mission. A leader is therefore essential to the group's success. A mission's leader ought to be equipped with all they require. The results of the current study are comparable to those of the fictitious model, in which the inclusive leader demonstrates each of these traits.

There are strong and positive links between inclusive leadership, project success, and workforce engagement. Additionally, it was demonstrated that there is a strong correlation between inclusive leadership and project performance through the mediating role of staff involvement. Leader self-sacrifice acts as a moderator in the weak relationship between inclusive leadership and workforce engagement.

If a company's leadership is receptive to new concepts and viewpoints, it is possible to forecast with high accuracy if a project will be successful. Performance of the organisation is directly correlated with a leader's capacity to foster a culture where everyone feels appreciated and welcomed (Carmeli et al., 2010). Project completion and management are completed and managed effectively and efficiently as a result of an inclusive leader's efforts to include all stakeholders. Leaders that excel in their fields encourage employee input and work to foster a culture where everyone feels heard and valued (Bowers et al., 2012; khattak et al., 2021). The success of the company depends on all team members working together, and a strong leader shows this understanding via his words and deeds. They are able to finish the assignment thanks to their collaboration. Therefore, the research on inclusive leadership supports the favourable and significant effects at the corporate level, such as enhanced work performance conducted in the smallest practical time frame, resulting in the completion of all project work within its time frame (Hollander,2012; Ahmad et al., 2022). At the team level, as a result, there is a huge boost in both creativity and productivity, and at the individual level, the worker is assured that his job is secure and works obediently under his leader (Brimhall et al., 2014). Employees thus become more invested in their careers, maintain tight communication with their bosses, and exert themselves to produce the greatest results for the project they're working on (Carmeli, Reiter-Palmon, & Ziv, 2010; Ghani et al., 2022). A wide range of external factors have an impact on it. Each of these elements makes a little but significant contribution to the project's ultimate success. Leaders that are committed to diversity and inclusion establish communication channels with everyone who has an interest in a certain problem and devote as much time as they can to finding solutions. Most likely, they will

encounter a problem they are unfamiliar with and attempt to resolve it by drawing on their diverse range of experiences and viewpoints.

Leadership that is inclusive is associated with higher levels of employee engagement. These results appear to be consistent with the Leader-Member Exchange Theory since the worker in that theory gives his or her whole attention to the tasks at hand without sitting at a desk (Li, Sanders, & Frenkel, 2012). Various strategies are used by leaders to boost team and individual performance, with the belief that giving workers the freedom to make decisions at work is the most direct route to greater production. All of our employees feel a feeling of ownership and pride in their work when they are included in important company decisions, which improves their confidence and morale. The project manager should concentrate on the individuals doing the task, rather than on time and cost. The organisation should invest in the development of all of its personnel, whether they are in-house or outsourced, because the human element is crucial to the project's success.

Regardless of their prior accomplishments or potential for future success within the organisation, all employees who contribute to a project are recognised and thanked under an inclusive leadership style. Leadership that is inclusive values every contribution made by employees, regardless of their prior successes. Because of this rise in productivity, employees waste less time performing their routine tasks. This encourages employees to put in long hours of labour while keeping the group's atmosphere upbeat. When they feel that their leaders care about them and their professional growth while they are at work, and while their opinions and suggestions are taken into account when making important corporate decisions, employees are more loyal to their employers. Employees dedicate themselves to their work and organisations as a result, working long hours and

putting up a lot of effort (Nel, Stander, & Latif, 2015). When working for a firm, employees are ready to deliver in the same way as their superiors. Leadership is getting to know your team and understanding how to work together to accomplish the most in the least amount of time. On the other side, managers who foster an inclusive environment encourage their staff to advance and benefit from their work. As a result, employees become more committed to the organisation's goals and leadership, boosting productivity and morale. Employees are more likely to emotionally commit to their work when their boss is supportive and encouraging. Workers are working harder to fulfil organisational goals, both mentally and physically (Cropanzano et al., 2005; Choi et al., 2015; Fleck & Inceoglu, 2010). Our findings show that inclusive leaders are better able to keep staff members engaged and maximise the potential of their teams.

When workers feel comfortable and supported at work, they are more committed to their work, and when they are properly taught and equipped with the best project completion approach, the organisation as a whole benefits (Khan et al., 2015). Employees are supported by the organisation, and everyone tries to help them use the skills and resources at hand to help them achieve their full potential at work. The success of the project depends on the team members' commitment to producing high-quality work with the utmost enthusiasm (Taneja et al., 2015). The company's employees should all have confidence in its future success and cooperate to realise the company's shared objectives.

Employee enthusiasm and productivity are increased when there is a leader who actively encourages team members to participate. In this study, we investigate whether there is a link between inclusive leadership, project outcomes, and staff engagement. The leader who has a large circle of influence is responsible for a

variety of tasks and works hard to finish them all. However, an inclusive leader's main responsibility is to unify the team behind the organization's mission and vision and to keep everyone on the same page while they strive to achieve those goals (Carmeli et al., 2010; Shore et al., 2011).

Self-sacrifice among leaders is thought to moderate the link between inclusive leadership and employee engagement. The study found a causal relationship between the two variable. The objective of the current study was to find a positive link, but the results showed the contrary. The claim is untrue because actual data from survey respondents did not show such a correlation. The analysis's findings refuted the moderating effect, which is why it was rejected. This moderation was motivated by the leader's resolve to prioritise others over himself, showcasing the capacity of inclusive leadership to uplift and motivate a group of people. Because of this, inclusive leadership disapproves of the idea that a leader would give up their position to serve others. Since inclusive leadership and employee engagement are positively correlated, the study did not find any evidence that this relationship is mediated by leader self-sacrifice.

5.1 Implication

Due to its emphasis on leaders' generosity and employees' commitment, the current study is very helpful in the field of project management. The new research findings, which also fill a gap in the literature, confirm the effect of inclusive leadership on project performance and employee engagement as a first step. The effect of employee involvement on project success, a gap in the project management literature, is confirmed in our second finding. Additionally, our study revealed a hitherto unrecognised connection between inclusive leadership and employee engagement in the project management literature. Finally, in order to confirm the link between inclusive leadership and employee engagement,

we examine the mediation role of leader self-sacrifice.

Leader self-sacrifice was not a moderating factor in the context of Pakistani project-based organisations, per the research findings and employee engagement. There are significant managerial ramifications to this study. To start, a recent study found that increasing project success is the inclusive leader's top priority inside the organisation. The investigation's findings also demonstrate that project managers are carrying out all of their duties in every area. The project-based organisation needs to evaluate the inclusive leader's productivity at work and working style.

5.2. Limitations and future research directions

In this investigation, the methodology was carefully taken into account. Data on inclusive leadership, leader self-sacrifice, manager effectiveness, employee engagement, and project success should be initially gathered from general managers, assistant general managers, assistant managers, officers, assistant officers, and team members in project-based organisations to reduce the likelihood of common methods and single-source bias. Future researchers should be aware of a few limitations: first, we only examined inclusive leadership; second, they may examine other leadership characteristics such as paternalistic, moral, and supportive leadership; and third, they should investigate the effect of local leadership on project success. Since only one mediator and moderator were assessed in the current study due to time constraints, future research can enhance the model and look into the other mediators and moderators. Second, future research will employ longitudinal methodologies instead of the cross-sectional methodology used in this study. Finally, the information gathered from a small number of Pakistani cities can help future academics improve their approach to gathering

information from other parts of the nation and outside.

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