

# The Impact of Inclusive Leadership on Project Success: A Moderated-Mediation Model of Employee Motivation and Self-Efficacy

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<https://doi.org/10.62345/jads.2023.12.4.70>

## Abstract

*Cumulative evidence has demonstrated that mediating and moderating processes play a role in the inclusive leadership process for project success. Considerable efforts have been made to contribute to the literature by determining the impact of inclusive leadership on project success with the mediating role of employee motivation and the moderating role of self-efficacy. The proposed model is supported by social cognitive theory, which reveals that the social environment plays a crucial role in motivation, learning, and self-regulation. Convenient sampling techniques have been used, and quantitative data, consisting of 725 respondents working in construction-based organizations, was analyzed using statistical tools. The results support that inclusive leadership is positively linked to project success. The mediating role of employee motivation and moderating the role of self-efficacy in the relationship between inclusive leadership and project success has also been supported. The study also revealed that inclusive leadership behaviors drove employees. Leaders must engage their subordinates by taking delight and happiness in their employees' work, contributing to the project's success. The theoretical and practical implications and limitations and future research are also discussed.*

**Keywords:** Inclusive Leadership, Project Success, Employee Motivation, Self-efficacy.

## Introduction

Since the last few decades, project-based organizations have become important across various industries. Every company and organization strives to be successful and make constant progress. Traditional approaches for gaining a competitive advantage are needed in today's environment. The movement towards vertical integration to a project-based strategy is better suited to dealing with complex, fast-moving industry and economic conditions marked by severe competition in changing markets and technical advances in goods, production, and labor. Because of the value of project success, project management researchers have focused their efforts on those success factors, which are the critical factors of project success and achievement. Leadership has been regarded as a significant factor in project execution and critical for building conditions that

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contribute to higher levels of efficiency, among other things. Project-based organizations continually focus on their human capital to sustain and boost their strategic edge (Asree et al., 2019).

Given the value of leadership in project performance, scholars have been investing their time in finding different leadership styles' impact on project success, like transformational and transactional leadership, and this style has received the most attention (Bond et al., 2018) because inclusive leadership gained attention, especially in project management literature. This leadership style, inclusive leadership, has been shown to project success (Asree et al., 2019). Competition on the organizational level by Mansoor et al. (2020) is becoming increasingly high, identification of specific practical activities in the current while actively innovating for the future. Leadership is required in every organization, just as for every team. Managers can control employee actions in the workplace through leadership. Successful managers often are successful leaders since they control workers to help meet corporate objectives. The leadership role explained by Alessandri (2015) in organizational change is related to successful organizational change with visionary and innovative leadership. Of all of the established critical success factors, inclusive leadership support emerged as the most significant factor in evaluating project success, as several scholars have found after researching the impact of inclusive leadership on project success (Muhammad et al., 2021).

Lindgren et al. (2009) proposed that research on project leadership is becoming increasingly relevant. According to Np and Dhanalakshmi (2019) employee motivation is among professionals' most essential strategies. Employee's willingness to innovate by Mansoor et al. (2020) is strongly correlated with leadership style. Leaders will inspire members to develop novel thoughts and proceed chances by emphasizing the value of doing so and guaranteeing that there will be no harmful repercussions (Carmeli et al., 2010).

Motivating people is the only way to get them to enjoy getting better. Project-level leadership is more challenging than corporate leadership, as Rehman (2020) identified. Vital performance objectives or targets are established for projects, measured in expense, timetable, quality, scope, and customer satisfaction. There is a substantial amount of current literature on the effect of inclusive leadership on project accomplishment (Jalil, 2017). The idea of self-efficacy explained by Gao et al. (2018) is focused on its antecedents and implications for people's mental, cognitive, and motivational functioning. Self-efficacy has been shown in previous studies to be an effective source of inspiration and resilience when tackling challenging tasks. Bandura (1977) concluded after reviewing the previous literature on self-efficacy that impacts motivation and ability to complete a task. The research literature identifies a connection between self-efficacy and worker's progress (Alessandri, 2015).

For instance, Alessandri et al. (2015) also discovered that employee work efficiency was influenced by general self-efficacy. High levels of self-efficacy contribute to better dispute resolution, individual proactivity, joint expertise, and overall management success (Rehman, 2020). This paper aims to ascertain the influence of self-efficacy on employee motivation and how an individual's self-efficacy influences work-related performance and motivation.

### **Research Gap**

The ultimate goal of every company is project success. Rehman (2020), Javed et al. (2019) and Choi et al. (2017) have recently emphasized the importance of investigating the aim of mediated processes about action and inclusive leadership, which is linked to project accomplishment. Appropriate leadership for employees may significantly affect their performance, for example, by

giving satisfaction to staff and encouraging them to feel more secure and comfortable while performing their duties (Paais & Pattiruhu, 2020).

Rehman (2020) also suggests investigating the moderating effect of self-efficacy in the association of inclusive leadership and accomplishment of the project with the mediating aim of employee motivation. As a result, more work is needed to investigate and comprehend how inclusive leadership influences project performance. Numerous surveys have established several essential success drivers that can help a project succeed. Of these predictors, the project manager's leadership position is the most important for project success (Banihashemi et al., 2017). According to social cognitive theory by Bandura (1960), human action is governed by continuous self-monitoring and self-influence. In this philosophy, self-efficacy is critical because it significantly affects the feelings, perceptions, and behavior involved in self-influence. High levels of self-efficacy contribute to better dispute resolution, individual proactivity, joint expertise, and overall management success (Black et al., 2019).

Self-efficacy has been shown in previous studies to have a positive effect on motivation and resilience when tackling challenging tasks (Barbaranelli et al., 2018). Based on Bandura's social cognitive theory of human motivation, it is safely argued that self-efficacy can have a predictive association with motivation (Singh et al., 2019).

According to Khan et al. (2022) inclusive leadership can be tested with mediator variables to see whether the presence of a mediating mechanism increases project performance. As a result, employee motivation is seen as a mediator between inclusive leadership and project achievement in this report.

Following the aim of leadership in project performance, Aga et al. (2016) investigated the impact of transformational leadership on project achievement. On the other hand, leaders act slightly differently in various environments and with various types of workers, demonstrating that there is no one-size-fits-all approach to dealing with staff diversity. In this respect, the further collectivist target of leadership is the inclusive leadership model, in which managers ensure everyone is included (Carmeli et al., 2010).

To my understanding, research has yet to look at the indirect effect of inclusive leadership on project achievement using the mediating influence of employee motivation and the moderating aim of self-efficacy in a theoretical and methodological way.

### **Problem Statement**

The literature on project strategies in the light of project achievement from a leadership angle is still developing. Scholars identified leadership as one of the significant determinants of project achievement, but they should have investigated a more systematic leadership strategy for project success.

While project achievement and inclusive leadership are inextricably linked, several other processes play a role in the inclusive leadership process for project success. As a result, it is necessary to investigate the mediated processes by which inclusive leadership contributes to project progress.

The inclusive leadership model of the individual is a more systematic approach to leadership. The emphasis of this leadership style is on the characteristics of the leader, the characteristics of the staff, and the characteristics of the leader-follower relationship. By their collectivist nature, inclusive leaders reflect a more holistic approach to leadership in which workers interact highly with the leader. As a result, they work well, enhancing project performance. Furthermore, inclusive leadership projects build a welcoming environment where workers demonstrate outstanding work commitment and role fit. These processes regarding inclusive leadership and project success have

yet to be investigated, necessitating further research into how inclusive leaders can affect such project success.

Our study would indicate whether inclusive leadership impacted project success in the presence of motivated employees with great self-efficacy. Additionally, we would focus on issues related to inclusive leadership and project success.

## Literature Review

Rehman (2020) states that the project's success depends on the leader's ability. For a long time, leadership has been regarded as the most critical factor in motivating individuals to be creative. It is seen that the value creation teams in the projects lead to project success.

Nembhard and Edmondson (2006) introduced the concept of leadership in management, and (Liu et al., 2023) support this concept. The modern era demands inclusive leadership because inclusive leadership is an expansion of relational leadership that focuses on relationship building (Qurrahtulain et al., 2020).

According to Mai et al. (2022), "inclusive leaders" engage with others in a transparent, approachable, and available manner. Having inclusive leadership benefits all parties involved. Inclusive managers take accountability for achieving organizational goals (Guo et al., 2023).

Muhammad et al. (2021) describe that inclusive leaders can create inclusive organizations that hire individuals from various racial and ethnic groups and value each staff member evenly.

Three aspects of inclusive leadership were covered by Khan et al. (2020) initially, inclusive leaders consistently pay attention to their subordinates; secondly, these individuals treat their staff with trust; and lastly, inclusive leaders embrace their subordinates' mistakes that ultimately lead to success. Employees who experience inclusive leadership are more inclined to discuss project-related issues honestly. When an organization practices inclusive leadership, its stakeholders are respected and accorded equal significance, enabling them to collaborate effectively and complete the project (Khan et al., 2022).

Zeng et al. (2020) argue that encouraging mutual comprehension, interaction, and teamwork among project participants inspires them to consider every avenue for resolving problems and finishing the work. Furthermore, teammates receive sincere support and admiration when their concepts are valued under inclusive leadership, inspiring them to work diligently toward project success. The leadership's inclusivity fosters and inspires fresh perspectives, chances to enhance workflow, and strategies for accomplishing predetermined objectives that lead to project success (Kuknor & Bhattacharya, 2020).

Then, as proposed by LMX, inclusive leadership starts the social return process; the teamwork and interaction with leaders result in the project's success (Graen & Uhl-Bien, 1995; Kuknor & Bhattacharya, 2020). They include followers in choosing the project's future desired outcomes.

Encouraging a common understanding, interaction, and teamwork among project participants inspires them to consider every avenue for resolving issues and finishing the project. Additionally, inclusive leadership that values every person's ideas provides team members with a genuine sense of support and gratitude, which inspires them to work diligently toward the project's success (Rehman, 2020). Marri et al. (2021) conceded that these arguments imply that a project leader's inclusivity will probably enhance the performance of the project team, which will ultimately result in the achievement of the goal and lead to project success.

*H1*: Inclusive leadership has a positive impact on project success.

### Employee Motivation

According to Ashikali et al. (2020), the significance of inclusive leadership in energizing team members and accomplishing project success has yet to be acknowledged as other leadership styles. Good interaction with subordinates is a foundation of inclusive leadership. In this interaction, three qualities explain inclusive leadership: openness, accessibility, and availability. These characteristics of inclusive leadership improve employee motivation while expanding skills and experience. Workers are then encouraged to aid new operations; inclusive managers help workforce inclusion in decision-making processes to promote an inclusive culture. Employees actively support and incorporate new concepts through decision-making and participation (Khan et al., 2020).

As "leaders show wideness and availability throughout their relationships with followers," inclusive leadership improves project success. According to Bannay et al. (2020), Inclusive leaders who are multicultural demonstrate that they are people who make impartial decisions. They are leaders who demonstrate this action by learning, supporting, leading, and motivating those around them. Inclusive leaders motivate employees and encourage new possibilities to enhance work procedures and fresh approaches to achieving objectives (Marri et al., 2021).

In organizations, motivation is as important as employee competence and personal relationships. Motivated employees are more inclined to concentrate on their independence and autonomy than less motivated employees are, and they are more driven by themselves, enhancing their prospects for professional advancement. Motivation has a significant and beneficial impact on success. *Motivation* is defined as a psychological mechanism that creates expectations and guidance for employee actions, as well as internal mechanisms and external factors relevant to organizational behavior (Mansoor, 2020).

According to Javed et al. (2019), inclusive leaders discuss their visions for corporate structure with employees so that thoughts are put into action. As a result, employees feel motivated and connected with their supervisors. As a result, they are more aware of their behaviors and display behavior above and beyond their typical (Choi et al., 2017). Jolly and Lee (2020) investigated that when functioning at an increased degree of involvement, employees benefit from inclusive leaders and are more inventive as they believe their contributions have earned their manager's recognition.

Workers feel more upbeat and self-assured in performing their duties when managers attend to their requirements, reasons, and relationships. In order to achieve team objectives, inclusive leadership practices help members perceive the group as inclusive, and that, in return, promotes emotional empowerment, individual workgroup authentication, and behavioral results (Shore & Chung, 2021).

Compared to less enthusiastic staff members, motivated workers can concentrate on independence, successful completion of the endeavor, and independence. This leads to chances for personal growth for them (Riyanto et al., 2021). For the assigned work to be completed by the organization's operating requirements, personnel must be motivated.

The presence of freedom encouragement, or the knowledge that organizational management is considering all options that could affect their staff's well-being, motivates people. Furthermore, suitable policies that address the demands for work flexibility are in place. In organizations, commitment is essential for things like employee competency and interpersonal relationships (Zaheer & Imam, 2021). Leadership is an approach that encourages others to attain objectives by persuasion rather than coercion (Paais & Pattiruhu, 2020).

Even though inclusive leadership plays a specific and vital role in leadership study, there is a strong connection between inclusive leadership and project success by allowing employees to think and

participate for the organization's benefit. Based on previous literature, we hypothesized the following hypotheses.

*H2*: Inclusive leadership has a positive impact on employee motivation.

*H3*: Employee motivation has a positive impact on project success.

*H4*: Employee motivation mediates the relationship between inclusive leadership and project success.

### **Self-efficacy**

With the fundamental publication of "self-efficacy, Bandura (1977) she first presented the concept of self-efficacy, which refers to how a person thinks about himself or herself when doing work that requires the use of his or her skills or acts.

As a central idea in the social cognitive theory, Zhou et al. (2021) proposed the idea of self-efficacy, which is described as an assessment of one's capacity to carry out the behavior necessary to achieve desired results. Self-efficacy affects people's propensity to embark on complex tasks, the level of effort they put into them, and their determination and endurance in the face of setbacks that prevent them from performing well.

Islam et al. (2022) believe an individual's opinion in their ability to finish a necessary activity is known as self-efficacy. Assessment of one's capacity and skills is a prerequisite for effectively completing tasks and better predicts an individual's attitude and behavior.

It is reasonable to believe that self-efficacy refers to confidence in one's ability to succeed in various contexts (Lyons, 2019). Success is significantly impacted by self-efficacy. Leaders need to be aware of their employees' needs if they want to maintain their commitment. A motivated worker is likelier to achieve the organization's objectives and put in more effort. One effective strategy for raising worker motivation is self-efficacy. A high-performing individual leads a productive team, achieving the intended project outcome (Zhou et al., 2021).

A good sense of self-efficacy may help employees balance various demands on their time, such as work, educational, marital, and parental responsibilities. Individuals with solid self-efficacy seek positive results from their endeavors, and they see flaws as obstacles to be overcome with commitment, tenacity, and dedication. People with poor self-efficacy, on the other hand, expect their attempts to fail.

Rasool et al. (2020) stated that the leaders significantly impact the degree to which workers feel in oversight of their jobs. When workers lack the self-assurance to face obstacles and shape their futures, they cannot recognize the importance and worth of their work. Thus, this study assumes that autocratic bosses can reduce their subordinates' self-efficacy, reducing their job fulfillment.

When collaborating with inclusive leaders, staff members can build healthy interpersonal ties with them to lessen the detrimental effects of their managerial style on feelings of self-efficacy and inspiration (Demir, 2020). The degree of self-efficacy in the work environment defines one's capacity to function in a specific business setting. A key component of human behavior, self-management, self-efficacy has been proposed to distinguish individuals based on their reasoning and psychological abilities and shape how workers act in work settings. Self-efficacy is a crucial component of who you are, allowing you to take on challenging tasks that require perseverance and are pretty complex. It also helps workers' mental health and effective coping mechanisms when faced with pressure (Agus et al., 2020).

Confident in themselves, people control their behavior and belief toward achieving their goals because they believe they can accomplish fulfillment and deliver what is expected (Abun, 2021).

Leaders with a high level of self-efficacy concentrate their efforts on handling challenging issues in the workplace. They believe they have clout in their organizations and, therefore, partake in change-related practices and are able to effect progress in the workplace. Self-efficacy has been shown in previous studies to be an effective motivation source and resilience when tackling challenging tasks (Jena et al., 2019).

A high level of self-efficacy encourages people to recognize that they are in control of their own lives and that they will achieve their goals (Singh et al., 2019). We contend that self-efficacy aids an individual's superiority while providing the courage to meet their organizational challenges.

Several studies have shown that high self-efficacy promotes positive well-being, stress control, higher self-esteem, improved physical condition, better environmental adaptation, and early illness recovery. Based on Bandura's social cognitive theory of human motivation, we can safely argue that self-efficacy can have a predictive association with intrinsic motivation. Numerous recent studies have shown a close link between self-efficacy and success and demonstrated the solid predictive connections between project success and self-efficacy (Hayat et al., 2020b).

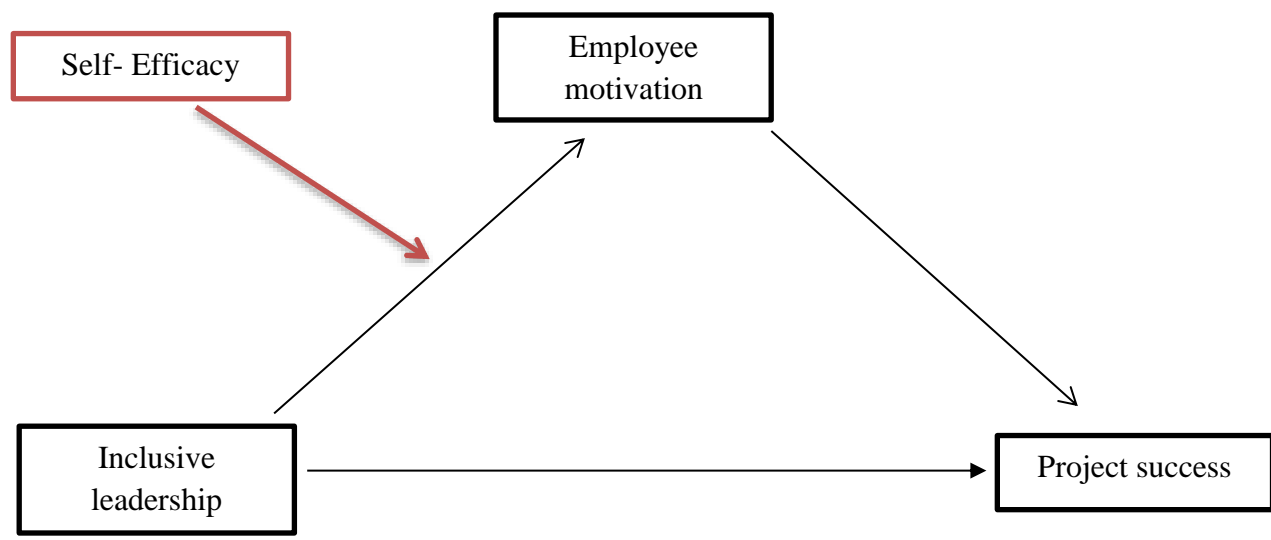
*H5: Self-efficacy moderates the relationship between inclusive leadership and employee motivation.*

## Theoretical Framework

### Supporting theory - social cognitive theory (proposed by Albert Bandura 1986)

Social cognitive theory holds that our social environment significantly influences motivation, learning, and autonomy (Schunk & Usher, 2019). According to the social cognitive perspective, people will control their feelings, motivations, and behaviors. Unlike the behaviorist perspective, which suggests that an individual only responds to the task context, the social cognitive approach views the individual as goal-directed and actively involved in influencing it. The social cognitive theory described by McCormick (2001) states that human functioning is a complex mechanism of mutual interactions between three forms of determinants: the individual's cognitions and other personal influences, individual actions, and the thriving environment. It also argues that neural mechanisms and other personal tools affect the action techniques selected and the ability with which they are performed.

**Figure 1: Theoretical framework**



## Methodology

### Sample and Data Collection

Using the survey methodology, the researcher used a quantitative analysis design. The questionnaire was distributed to individuals aged 20 and above ( $n = 725$ ). Respondents were asked to complete a questionnaire on the impact of inclusive leadership on project success. It is a convenient sampling method to use. We took into consideration Pakistan's construction industry. An online questionnaire was generated using Google Forms and sent to contacts via e-mails, WhatsApp, and other social media applications. A snowball technique was also inculcated, including the responses based on referrals generated through known contacts in the population under study. The respondents were told to roll the survey out to as many people working in the same industry as possible.

### Survey

The study questionnaire contains four segments: self-efficacy, inclusive leadership, project success, and employee motivation. For the sake of the research, a scale of 3 items of self-efficacy, a scale of 9 items of inclusive leadership, and a scale of 14 items of project success is adopted (Shafiq, 2020), and a scale of 6 items of employee motivation is adopted (Chowdhury, 2014). It contained six questions, i.e., age, gender, education, occupational status, length of service, and last promotion. Because the cross-sectional research is quantitative, all items are closed-ended.

### Measures

All of the items in the questionnaire were adopted from the literature and measured using a 5-point Likert scale ranging from 1 = strongly agree to 5 = strongly disagree. The measurement items of all variables are described in table 2. Demographic variables such as age, gender, and frequency of use were measured as control variables.

**Table 1: Demographic analysis**

	<i>M</i>	<i>F</i>	<i>%</i>
Gender	Male	485	66.9
	Female	240	33.1
Age	20-29	368	50.8
	30-39	168	23.2
	40-49	42	5.8
	Above 50	147	20.3
Education	BSC / BE / B.COM / BA	601	82.9
	MA / M.COM / MSC / ME / MCA	124	17.1
Status	Operational executive	187	25.8
	Middle manager	126	17.4
	Senior manager	370	51.0
	Senior executive	42	5.8
Service length	1-2 years	84	11.6
	2-3 years	126	17.4
	3-4 years	227	31.3
	4-5 years	105	14.5
	5 and above	183	25.2
Last promoted	1-2 years	145	20
	3-4 years	125	17.4
	4-5 years	122	16.8
	Above 5	332	45.8



### **Inclusive Leadership**

The evaluation of inclusive leadership was conducted through a construct comprising nine items, adapted from (Rehman, 2020), Cronbach alpha is 0.897. This is a reasonable measure.

### **Employee Motivation**

Employee motivation was measured using scale of 6 items is adopted from (Chowdhury, 2014), with Cronbach alpha 0.822.

### **Self-efficacy**

Self-efficacy was measured using scale of adapted from 03 items adapted from (Rehman, 2020). The Cronbach alpha value is 0.788.

### **Project Success**

Scale of 14 items of project success is adapted from (Rehman, 2020). The value of Cronbach alpha is 0.870.

## **Data Analysis and Results**

Several statistical studies were conducted out using IBM-SPSS 20, including demographic analysis (age, gender, education, occupational status, length of service and last promoted), descriptive statistics, reliability analysis, correlation and regression. The Preacher and Hayes model 4 was adopted to assess the mediating role of employee motivation among inclusive leadership and project achievement and Preacher and Hayes model 1 was being used to evaluate moderation role of self-efficacy.

Sr.	Variable	Alpha	No. Of items
1	Inclusive leadership	.897	9
2	Project success	.870	14
3	Employee motivation	.822	6
4	Self-efficacy	.788	3

*Alpha=reliability*

Table 2 presents reliability analysis using Cronbach's alpha as well as internal consistency. The properties of measurement of the variable and the elements of the system all the scale are examined using reliability analysis. It helps determine the logical dependability of variables rather than whether they are connected. It would seem to be reliable when this scale gives consistent result. The results are more than 0.60 suggesting that perhaps the study tool used in this research has a higher concurrent validity. As can be seen from the above table that inclusive leadership had 9 items with a Cronbach alpha of 0.897, this is a reasonable measure. There were 14 items elements in the project success survey instrument, which had an alpha value of 0.870. Employee motivation had 06 items with a reliability measure of 0.822 and self-efficacy had 03 items with a Cronbach alpha of 0.788. As a result, it is possible to conclude that the measuring paradigm used in this study meets the requirements for content validity. All values are greater than suggested minimum value which is 0.60.

**Table 3: Descriptive statistics**

	N	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IL	725	3.34	.804	-.425	.091	-.807	.181
PS	725	3.54	.572	-.506	.091	-.244	.181
EM	725	3.69	.709	-.047	.091	-.910	.181
SE	725	3.85	.655	-.460	.091	.460	.181
Valid n (list wise)	725						
<i>N=120</i>							

Table 3 shows the descriptive methodology, calculates standardized values of multivariate statistical analysis for various variables with one table. As stated in above table, overall sample size of said four variables totaled 725. Either on 5- point Likert scale all factors is assessed. The core of the replies is shown on mean values. These are the comments made by a responder on a certain variable. Mean value of all variables is not more than 5 and less than 1, it means majority of responses were agreeing. The coefficient of variation is likewise within limit of -1 to +1 which is also acceptable. Skewness limits is from (-1 to +2) and kurtosis limit is between (-3 to +3). It can be seen in table skewness and kurtosis results support theory. As a result, the data may be assumed to be regularly distributed, making it ideal for undertaking subsequent statistical analyses.

**Table 4: Correlation**

	IL	PS	EM	SE
IL	1			
PS	.484**	1		
EM	.438**	.677**	1	
SE	.363**	.472**	.157**	1

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

Table 4 displays the relationship between the variables that have been discovered. Inclusive leadership is strongly linked to project success ( $r = .484$ ), employee motivation ( $r = .677$ ) and self-efficacy ( $r = .157$ ). We can see that there is a strong relation between all proposed variables.

**Table 5: Hypothesis testing**

<b>HY</b>	<b>IV</b>	<b>DV</b>	<b>R2</b>	<b>F</b>	<b>Beta</b>	<b>T-value</b>	<b>Sig. value</b>
H1	IL	PS	.235	221.6	.484	14.88	.000
H2	IL	EM	.192	172.1	.438	13.11	.000
H3	EM	PS	.458	610.7	.677	24.71	.000

Table 5 shows that this study used regression analysis to test the hypothesis testing without mediation and moderation. We can see in above table ( $\beta = .484$ , value of p is 0.000) it signifies that the outcomes are meaningful in their own right and relationship between inclusive leadership and project success is significant. Based on this information, our first hypothesis accepted. The second hypothesis asserts inclusive leadership has a good impact on employee motivation, ( $\beta = .438$ ,  $p = 0.000$ ). Relationship is significant leading to acceptance of hypothesis 2. In third

hypothesis relationship is significant; employee motivation has a positive impact on project success. ( $\beta = .677$ ,  $p = 0.000$ ), based on this information our hypothesis is accepted.

**Table 6: Mediation analysis**

	Beta	Se	T	P
Total effect of IL; on PS	.3447	.0232	14.8884	.0000
Direct effect of IL on PS	.1654	.0208	7.9501	.0000
	Beta	BOOT SE	LLCI	ULCI
Indirect effect of IL on PS (EM)	.1793	.0163	.1469	.2116

Table 6 shows mediation analysis, the process by Andrew F. Hayes model 4 was utilized to conduct the mediation analysis. The  $p > 0.05$ , indicating that the findings of the direct path analysis are significant (i.e., 0.000). The indirect path analysis results are noteworthy, however, because the values of ULCI and LLCI are within permissible limits, and both LLCI and ULCI have the same positive sign. Because the data demonstrate a non-zero value between the upper and lower level confidence intervals, the hypothesis that employee motivation behavior mediates the association between inclusive leadership and project success is supported.

**Table 7: Moderation analysis**

Levels of moderators	Effect	Se	T	P	LLCI	ULCI
Minimum	.3849	3.1977	11.1125	.0000	.3169	.4529
Average	.2621	3.8524	11.4784	.0000	.2173	.3069
Maximum	.1393	4.5071	4.2227	.0000	.0745	.2041

Table 7 shows the moderation analysis, the process by Andrew F. Hayes Model 1 was utilized to conduct the moderation analysis. Effect of moderator is analyzed at three different levels i.e., minimum, average and maximum. At minimum level the results are significant as indicated by p value is  $0.000 < 0.05$ . However, at average and maximum mean and above level the results are also significant because the  $p = .0.000$  above results state that self-efficacy fully moderates the relationship between inclusive leadership and employee motivation.

## Conclusion

The association between inclusive leadership and project success was examined using the moderated mediation model of self-efficacy and employee motivation. The results show that inclusive leadership and project performance are positively correlated and that staff motivation is essential for encouraging creativity and success.

The current study examines how inclusive leadership affects worker motivation, with a particular emphasis on how worker motivation functions as a mediator in the relationship between project success and inclusive leadership. According to earlier findings, inclusive leaders promote employee involvement in decision-making procedures, promoting a varied workplace culture. The study also discovered that the relationship between inclusive leadership and employee motivation is moderated by self-efficacy or the conviction that one can succeed.

This corroborates other research showing that people with solid self-efficacy strive for positive results and persevere through setbacks. The research emphasizes how inclusive leadership contributes to project success, staff motivation, and self-efficacy in project management. It emphasizes how important it is for Pakistan's top management to use this leadership style. For a

project to succeed, efficient project execution and staff motivation are essential. Human capital is the most valuable resource, and managers must inspire staff members to reach their objectives. Findings of Bandura (1977) state that self-efficacy as a person's assessment of their ability to carry out a specific behavior or set of behaviors. It is the foundation of a person's drive, well-being, and personal accountability. Self-efficacy has been proven to have a significant impact on the success of projects. Employees and leaders with high self-efficacy may find a better balance between job, educational, marital, and family duties. Liu et al. (2017) entirely support their findings that individuals with high self-efficacy want good outcomes from their efforts, and imperfections are viewed as hurdles that must be overcome via commitment, persistence, and perseverance. Individuals with low self-efficacy, on the other hand, anticipate failure in their endeavors.

### **Theoretical and Practical Implications**

The present study makes numerous accomplishments, mainly in project management's domains of inclusive leadership, project success, employee motivation, and self-efficacy. The survey's latest findings fill a void in existing literature. The latest study's findings backed up the previous findings and were validated in Pakistan. An inclusive leader improves project performance; top management in project-based companies should consider this leadership style approach. Employees could feel better supported when their leader aligns with their beliefs, leading to effective project implementation, and the organization can accomplish the company's intended outcome. Management in project-based organizations should know how workers are persuaded to develop character and competence for the project's success. The overall performance of initiatives is primarily decided by the resources available, with human capital perhaps being the most important. The available resources mainly determine the project's success; human capital is now the most important. So, the leaders and management of organizations should keep them motivated to achieve their goals.

### **Future Research Suggestions**

The present study takes a methodologically sound approach. First, data is obtained from linked inclusive leadership and people working under such leaders to eliminate the possible impact of similar methodologies and specific source biases. This research was carried out in a small geographic region. A cross-sectional sampling technique was used, and data had only been acquired at one moment, which may have compromised the result's dependability. This research is built on a solid statistical foundation. The findings revealed a favorable and substantial association between the proposed variables. The associated theory is incorporated into the standard framework for investigating these relationships. Initially, we gathered data exclusively from Punjab, Pakistan. Future research must focus on different target samples in other work settings or be conducted in a cross-cultural study of different countries to elucidate more exciting results. Second, we sampled inclusive leadership. Future studies should examine other leadership traits, such as transformational leadership, ethical leadership, servant leadership, and authentic leadership, as well as the effects of local leadership on project performance within Pakistani culture. Future studies would adopt a long-term research methodology and extend the reach of the inquiry by employing more modern statistical tools to boost the generalization. Furthermore, it is recommended that future studies should introduce more variables, such as cognition and evidence-based management, within the existing conceptual framework in order to gain a deeper insight into the factors and antecedents that influence successful project management.

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