

CONNECTION BETWEEN INCLUSIVE LEADERSHIP AND PROJECT SUCCESS; MODERATING JOB OF KNOWLEDGE SHARING & MEDIATING JOB OF WORK ENGAGEMENT

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ABSTRACT

The given work is centered on the impact of inclusive leadership on the project success intervened by work engagement while relationship between inclusive leadership & work engagement moderated by knowledge sharing. To achieve this aim, deductive approach was adopted. The sample size of the investigation was 234 and data was collected from NGOs. Data was collected through convenience sampling technique from 234 respondents with the help of questionnaires. The data collected was then analyzed by using SPSS in order to examine the relationships. The outcomes demonstrate that inclusive leadership is emphatically connected project success. Additionally, intervening job of work engagement and moderating role of knowledge sharing was also established.

KEYWORDS

Inclusive leadership, Knowledge sharing, Work engagement, Project Success

1. BACKGROUND

Projects are the main elements of the today's world. The organizations are turning into project-based organizations from traditional operational organizations but the procedures and the methods to lead the project toward success are still unknown. One of those unsolved methods is leading the members of the project-based organization toward success. Leadership is an important element of the success of the projects. For many years leadership is being considered as the main element to motivate employees to be creative and innovative.

In the project management literature, many studies have examined and found the connection between the project manager's supportive leadership styles and project success is positive. One of the novel routes through which project managers bolster project success is the project manager's inclusive leadership.

Inclusive leadership provide ideas and vision to the employees so that they understand the demands of the organization and share their own ideas and ways to perform work. Inclusive leadership plays much important role to induce such behavior(Pless& Maak, 2004). They also produce a sense of emotional support and trustworthiness due to unbiased decisions. (Nembhard & Edmondson, 2006). All these prospects of inclusive leadership produce creative work conduct and affect the performance.

Value creation in teams is formed by creativity and decision making quality it is possible by inclusive approach (Lee-Kelley & Sankey, 2008). Leaders are seen to be affecting employees creativity(Mumford, Hunter, & Byrne, 2009). Leaders anticipate innovative behavior among employees by giving them full opportunity to share and discuss ideas and do the work as they think it should be done (Carmeli, Reiter-Palmon, & Ziv, 2010)

Knowledge is another important aspect which is seen to be impacting the performance in relation with empowering the leadership. Behavior of the leader plays a very important role (Srivastava, Bartol, & Locke, 2006). The impact of knowledge on leadership among many different kinds of leadership styles is evidenced bymany researches. Another research provides empirical proof on the connection between knowledge sharing and leadership through creativity and team knowledge (Zhao et al., 2017) In this study we will give exact proof about how Inclusive initiative affects the exhibition of the undertaking which is an understudied subject in the previous writing. In this relationship knowledge sharing have been used as moderator between inclusive leadership and work engagement & work engagement have been used as mediator between inclusive leadership and project success.

2. LITERATURE REVIEW

2.1 INCLUSIVE LEADERSHIP

. Inclusive leadership tries to provoke such qualities in the employees which let employees to perform their tasks on their own. Inclusive leadership makes a feeling of strengthening among the workers(Nishii & Mayer, 2009). Inclusive leadership is a basic ability to use various intuition in a workforce with progressively different markets, clients, and ability.

2.2 WORK ENGAGEMENT

Schaufeli and Bakker characterized the work engagement as it is a positive and satisfying business related perspective that is portrayed by power, retention and by commitment. The ability to bargain critical thinking circumstances, ready to detail an objective arranged arrangement and capacity to urge inspiration alludes to commitment of work. Work commitment originates from a sound and positive condition at work environment, henceforth propel committed representatives to perform well. This improves not just their mental prosperity yet additionally lessens word related pressure. Great outcomes, gratefulness and positive motivating forces energizes self-assurance and dependability towards work (Schaufeli & Taris, 2014).

2.3 KNOWLEDGE SHARING

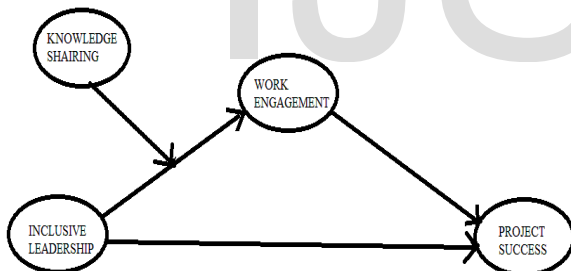
Knowledge sharing influence people conduct by affecting their frame of mind and improve group atmosphere and enabling administration significantly(Riege, 2005). Pioneer who isn't viewed as significant in the association is least significant person in the association on the off chance that he doesnt have the necessary aptitudes capacities and learning than clearly representatives dont need him by any stretch of the imagination. They can work in solitude. Pioneer ought to

be the person who has the large portion of the learning with the goal that he can give expected vision to the representatives chipping away at an undertaking.

2.4 PROJECT SUCCESS

Project success is a mind boggling & a fanciful develop however plays a crucial job in viable task usage (Davis, 2014). Achievement is the most darling word for the activities professional. Be that as it may, the importance of, "accomplishment" isn't general. It differs individual to individual. Project achievement assessment differs, achievement has various implications and it contrasts individual to individual. For a modeler achievement may be a creative appearance, for a designer it may be as far as specialized ability, for a bookkeeper it may be considered as a dollars spent under spending plan, for a human asset chief it may be about worker fulfillment.

2.5 RESEARCH MODEL



3. RESEARCH METHODOLOGY

3.1 SAMPLE PROCEDURE

Population selected for this study is the NGOs working in Pakistan. Participants are key personnel on the projects that are project managers, project coordinators and other employees. They must have participated in leading the projects towards the success. The sample size is 234 and 234 questionnaires were distributed According to (Sekaran & Bougie, 2016) must be more than 30 and less than 500.

3.2 Measurement:

Data collection is a fundamental piece of any examination. There are various sorts through which information can be gathered (Churchill & Iacobucci, 2006). Participants responded the questionnaire items based on their previous experience. The items are weighted on a 5-point Likert scales, ranging from strongly agree to strongly disagree

3.3 VARIABLES AND THEIR MEASURES:

The variables acquired and their measures in literature are presented below in table 1.

Table 1 Variables and measure

VARIABLES	MEASURES IN LITERATURE
Inclusive Leadership	(Carmeli et al., 2010)
Knowledge Sharing	(Roh et al., 2014)
Work engagement	(Schaufeli, Bakker, & Salanova, 2006)
Project Success	(Aga et al., 2016)

4. RESULTS

4.1 RELIABILITY

Cronbach alpha coefficients of the scales used for the purpose of the study. All the scales shows cronach alpha value above than 0.7 which is generally accepted.

Table 1 Coefficient of cronbach's alpha

VARIABLE	CRONBACH'S ALPHA	NO. OF ITEMS
Inclusive leadership	.837	10
Knowledge sharing	.703	06
Work engagement	.715	17
Project success	.792	14

4.2 CORRELATION

Correlation table shows that predictor variable [IL] & criterion variable [PS] along with moderator i.e. knowledge sharing and mediator i.e. work engagement are positively correlated as the value of correlation is in between ± 1 , So the relationship is significant.

The correlations are presented in table 3 as below:

Table 3 Correlations

VARIABLES	IL	WE	KS	PS
IL	1			
WE	0.747**	1		
KS	0.771**	0.708	1	
PS	0.703	0.800	0.684	1

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

4.3 HYPOTHESIS TESTING

H1: Inclusive leadership positively influence Project success.

Table below reflects that predictor variable is significantly and positively related with criterion variable ($B = .20$, $t = 3.55$, $p < .05$), accepting the first hypothesis. It means that inclusive leadership increases Project success. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis.

Table4 Regression analysis for direct effect of inclusive leadership on project success

VARIABLES	B	SE	T
Inclusive leadership → Project success	.20	.05	3.55

H2: Knowledge sharing moderates the relationship between inclusive leadership and work engagement.

Table below supported Hypothesis 2 which claimed that knowledge sharing moderates the relationship between inclusive leadership and work engagement in a way that higher the knowledge sharing, stronger the relationship or lower the knowledge sharing, weaker the relationship ($B = .30$, $t = 2.19$, $p < .05$). So the hypothesis 2 is also accepted.

Table5 Regression Analysis for Moderation

PREDICTORS	B	SE	T
IL × KS → Work engagement	.30	.13	2.19

H3: Work engagement mediates the relationships between inclusive leadership and project success.

Table below shows the mean indirect effect of inclusive leadership on project success through the mediation of work engagement is significant. The bootstrapping values are $-.1884$ to $-.0093$ with a 95 % confidence Interval excluding zero. These results suggest sufficient support that work engagement mediates the relationship between inclusive leadership and project success. Hence the third hypothesis is also accepted.

Table6 Regression analysis for mediation

	Index	SE	LL 95% CI	UP 95% CI
Bootstrap result of indirect effect of	-.0745	.0444	-.1884	-.0093

<i>inclusive leadership on project success</i>				
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5. CONCLUSION

The present study was conducted to inspire the influence between inclusive leadership and project success with intervening job of work engagement and moderating role of knowledge sharing b/w inclusive leadership and work engagement. Study was conducted on project based NGOs in contextual setting of Pakistan. Results interpretation concludes that inclusive leadership plays an important part toward successfully implementing the projects and enhance outcome in a positive way likewise knowledge sharing is much significant to inculcate work engagement through inclusive leadership and the proposed mediator work engagement has a significance effect on the project success.

6. LIMITATIONS:

The present study also have few restrictions and it is customary. The present study have utilized cross sectional approach which allows researcher to collect the information once, but on the other side longitudinal research can also be undertaken because it enables the researchers to collect data on various intervals of time. Also, it have collected data only from NGOs of Rawalpindi Division & Islamabad but NGOs from other part of the country can also be considered as one wants. The composition of this sample represents one more limitation. The majority of the respondents were male and minority were females. So, the result is not considered with the gender distribution of project management which states women is having more significance in the discipline

of Project Management. This drastic difference is because the unbreakable barrier has been observed which keeps the women away from going up to the top rungs of the ladder.

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