

Impact Of Inclusive Leadership On Project Citizenship Behavior: A Mediation- Moderation Mechanism Of Psychological Empowerment And Trust In Leadership

Ali Gul Raiz¹, Amir Ishaque², Maleeha Abbasi³, Faisal Khan⁴

¹MS Research Scholar, Air University, Islamabad aliabbasi7473@gmail.com

²Assistant Professor, Department of Business Studies, Air University School of Management, Air University, Islamabad amir.ishaque@mail.au.edu.pk

³MBA, COMSATS (Virtual Campus), Islamabad maleeha.javaid@gmail.com

⁴CEO at Scholar Den, Inc. faisal.kakar@gmail.com

Abstract

The current study aims to examine the impact of inclusive leadership and project citizenship behavior with mediating role of psychological empowerment. Trust in leadership moderate the relationship between inclusive leadership and psychological empowerment in such a way that, higher the degree of “trust in leadership”, the relationship between inclusive leadership and psychological empowerment will more strengthen. For this purpose, data were collected from 302 participants working in project-based organizations in Rawalpindi and Islamabad and analyzed through regression analysis by using AMOS and SPSS Hayes process macro. Results revealed that inclusive leadership has a significant and positive impact on project citizenship behavior with the intervening role of psychological empowerment. Although the moderating effect of trust in leadership was insignificant in the relationship between inclusive leadership and psychological empowerment. Based on the findings, it is suggested to managers and policymakers to adopt an inclusive leadership approach, which will psychologically empower the employee, consequently, that leads to the project citizenship behavior. To the best of research efforts, not a single study investigates the impact of inclusive leadership on project citizenship behavior with mediating role of psychological empowerment to date. Additionally, the direct impact of psychological empowerment on project citizenship behavior is also a unique contribution.

Key Words: Inclusive Leadership, Project Citizenship Behavior, Psychological Empowerment, Trust in Leadership

Introduction

Organizations accord several projects (Gerald et al. 2011). A project has a specific duration that provides a unique output in the form of products and services (PMI, 2008). Project is distinguished from permanent organizations based on their characteristics; firstly demonstrates the structure of teamwork together in a particular project, secondly highlights the reason of project take place, and thirdly illustrates the uniqueness of the

project in the final transition (Lundin & Soderholm, 1995). Dynamic development and spending of mega projects will enhance twenty-four percent of GDP in the next few decades, which is higher than GDP of the any country (Frey, 2017; Flyvbjerg and Turner, 2017). Organizations lost 12% of their investment due to poor performance and failure of projects (PMI, 2018). Different employees' teams incorporate these projects, which are associated with a high

level of risks and uncertainties. Unique and unforeseen risks occurred frequently in projects (Munns & Bjeirmi, 1996), which highlights the employee's need to perform "extra-role" to manage risks and uncertainties, which is beyond to their formal job specification, (Braun et al., 2013). Project citizenship behavior refers that how employees willingly perform extra-role duties in highly uncertain conditions and how to enhance the employees' motivation to voluntarily perform the extra roles, to overcome challenges (Braun et al., 2012). Employees' proactive behavior, flexibility, and willingness to perform extra-role behavior are very important for the successful completion of projects, which illustrate the phenomena of citizenship behavior (Sagnak., 2016). Politeness among project partakers enables a positive environment among individuals with the process and procedures through which the project is completed leads to customer satisfaction. Similarly, employees with great experience show helping behavior by providing important information to partakers to build competency, consequently, citizenship behavior in employees increases the project success rate (Katz and Tushman, 1981). Individuals working on projects follow rules and regulations in absence of an immediate supervisor and when no one observes and monitors them refers as "good citizens". Citizenship behavior in projects positively affects several positive aspects of project outcome such as increased knowledge, effectiveness in projects, and promotes business success (Pinto and Slevin, 1988).

Past studies explored several factors, which impact the citizenship behavior of the employee. According to the PMI Report (2018), Poor leadership leads 41% of projects toward failure. Leadership is considered a critical factor as leaders motivate employees to exhibit citizenship behavior (López et al 2013), however, in this current competitive era, inclusive leadership is considered a more suitable

leadership style (Shore et al 2018). The inclusive leadership style highlights the characteristic of leader and follower and makes employees work together to accomplish mutual objectives (Shore et al, 2011). Inclusive leadership comparatively provides a comprehensive outlook by involving the employees in decision-making (Hollander et al 2012). Inclusive leadership attributes demonstrate the importance of employees by their value of uniqueness and belongingness that allow employees to show extra-role behavior (Randel et al 2018). Inclusive leaders encourage the employees to utilize skills and make employees responsible for organizations' growth (Choi et al., 2015, Choi et al., 2017).

Psychological empowerment is also considered an essential factor for citizenship behavior. Javed et al (2019), demonstrate that an inclusive leadership approach increases the task motivation in the employee which accommodates psychological empowerment. Employees under supportive leadership feel psychologically empowered (Nembhard & Edmondson, 2006, Dewettinck & Amejide, 2011). Psychological empowerment encourages and motivates the employee which may lead to citizenship behavior (Yen et al., 2004). Moreover, employees with a high level of motivation display dedication and self-determination, which improves their job performance (Chiang and Jang, 2008; Hwang, 2005). It was investigated that individual empowerment and motivation enhance employees' ability to create unique methods for the solution of problems (Yi, Li, et al, 2019).

LMX theory demonstrates that a great extent of interpersonal trust, a high level of freedom degree, and minimum restriction, escalate the leader-member relationship, which leads to employees' self-determination and impact (Vecchio & Gobel, 1984). Mayer, Davis, and Schoorman, (1995) revealed that the higher the level of employee trust in a leader, the more the employees will be motivated and voluntarily perform for the organization's benefit.

PMI (2018) displays that 41% of projects failed due to poor leadership. The traditional top-down leadership approach gives more importance to strict leadership and exaggerates the authority of leaders, which affects employees' behavior and attitude (Howell & Shamir 2005), thus employees are unable to take preventive actions due to their concerns about the reactions of the leader, resulting in error or failure in a fearful environment (Aryee et al., 2007). Due to the lack of motivation and empowerment of employees; it is uncertain to perform according to the requirements with low self-determination and autonomy (Khan et al 2020), hence employees may not able to show citizenship behavior in the project.

Younas et al (2020) suggested psychological empowerment could be considered in future studies to check the relationship between inclusive leadership and change-oriented organizational citizenship behavior. Guo et al (2019) claimed that citizenship behavior not only exists in permanent organizations, it also influences projects. Projects have definite time with particular business pressure increasing competition, thus citizenship behavior is an essential factor in projects (Bakker et al., 2013). Rare studies explored the impact of individual behavior with respect the temporary organizations and how it is interrelated to the complexity of the project. (Braun et al 2012). Employees' trust in their leader increases the mutual relationship between leaders and followers, which enhances the empowerment of employees (Tastan et al, 2015). To the best of research efforts, not a single study investigate the impact of inclusive leadership on project citizenship behavior with mediating role of psychological empowerment and how trust in leadership influences the relationship between inclusive leadership and psychological empowerment to date. Based on the above arguments there is a need to understand a causal mechanism that how inclusive leadership

enhances the psychological empowerment of employees that may lead to project citizenship behavior of the employee and trust in leadership influence the relationship.

Our study linked the relationship among constructs through the lens of social exchange theory; the inclusive leadership approach provides social-emotional resources, which make employees feel gratified to positively impact the organization. Leader support to an employee makes him consider organizational objective as moral responsibility and try to reciprocate on a higher level, which leads to effect commitment (Saks, 2006). The conversation of useful resources between leader-follower and leader supportive behavior increase the motivation of employee which make employee positively respond and employee tries to create unique ideas to solve problems (Lin & Liu, 2012).

The current study is valuable for both managers and policymakers as it gives insight and provide an avenue to understand the mechanism that how an inclusive leader enhances the psychological empowerment of employee that may lead to the citizenship behavior of employee in project-based organizations.

This is the first study, which aims to develop a causative mechanism that comprises inclusive leadership through a mediation mechanism of psychological empowerment, enhances the project citizenship behavior of the employee

Literature Review

Project Citizenship Behavior

OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ 1988). Project citizenship behavior is derived from OCB and consists of four dimensions according to the characteristic of the project i.e., helping behavior,

individual initiatives, project loyalty, and Project compliance (Braun et al., 2012). The first dimension helping behavior refers to helping other employees in problem-solving; working on the same project who belong to different organizations; the second dimension individual initiative depicts extra-role behavior that is beyond predicated job requirements e.g. new innovative practices to improve organizations performance, products, and services (Podsakoff et al. 2000). The third dimension, project loyalty depicts defending and supporting the project objective keeping aside the formal requirements. The fourth dimension, project compliance caters to companies' policies and regulations, which are standardized for the project (Braun et al. 2012). Scholars paid great attention to employee extra-role behavior in organizational perspective that depicts individuals' behavior to accomplish tasks beyond agreed requirements (Dovidio et al. 2017).

Inclusive Leadership and Project citizenship behavior

Inclusive leadership is defined as the way a leader interacts with employees to motivate and encourage them in such a way that their contribution improves organizational performance (Nembhard & Edmondson, 2006). Inclusive leadership consists of three essential attributes to interact with employees that are "openness, accessibility, and availability". Openness refers to the concept that employees are open to sharing their ideas and views, whereas, accessibility and availability state how easily a leader is available for employees to listen to their ideas and thoughts (Nembhard & Edmondson, 2006).

Inclusive leadership attributes openness allows leaders to openly communicate with their subordinates concerning organizations' objectives and elaborate the expectations from them to overcome the challenges. Inclusive leaders enhance employee participation in work

by creating new opportunities. Inclusive leaders show their presence to improve performance prospects and listen to employee requests (Carmeli et al., 2010). Inclusive leaders make employees exhibit citizenship behavior by allowing them to follow unique ways to overcome risks and uncertainties, hence employees display extra-role over to the expected requirements (Hollander, 2012).

Javed, Khan, et al. (2018) display that leader supportive behavior and actions positively affect employee willingness to share opinions which leads to escalating the work conditions. Particularly this can happen only when leaders adopt inclusive principles and give value to the employees' views irrespective of the results. Leaders help the employee in routine tasks through inclusiveness and provide equal opportunity for each employee to openly communicate. Khan et al (2020) depict that inclusive leadership enhances the employee psychological empowerment that leads to the project's success.

Moreover, an inclusive leader involves employees in policy making and share process with them. The inclusive leader ensures that resources are also accessible to employees to increase their creative abilities of employee which illustrate individual initiative (Mansoor et al. 2020). It is the responsibility of the project manager to help and provide assistance to other individuals working on the project (Huemann et al. 2007). Younas et al (2020) demonstrate that an inclusive leadership style promotes an inclusive culture in work setting that consequently leads to advancement in innovations, effectiveness, and success of organizations. Based on the above arguments, the current study proposes that inclusive leadership has a significant impact on the project citizenship behavior of the employee.

H₁: Inclusive leadership has a significant positive impact on the project citizenship behavior of the employee.

Inclusive Leadership and Psychological Empowerment

Psychological empowerment refers to different psychological states, which develop employees' perceptions at the workstation. The term Psychological empowerment (having multi-facets) consists of four aspects, which are meaning, self-determination, competence, and impact. Meaning explains employees' perception and thinking about the job requirements (Hackman & Oldham, 1980), competence is defined as an individual's ability and efficiency to perform his/her work (Ioannidou et al., 2016), and self-determination refers to the employee that he/she is fearless to take initiative and keep consistency in work within the time (Thomas & Velthouse, 1990), whereas, the last dimension impact refers to employees' confidence that their contribution can improve the performance of the organization (Ioannidou et al., 2016).

Inclusive leadership makes employees coordinate openly with leaders, which motivates the employees. An inclusive leader's attribute "openness" may reduce the communication gap between leader and followers. Based on the Inclusive leadership theory, inclusive leaders by their effectiveness intensify empowerment in the employee and promote two-way communication by encouraging employee competence, autonomy, and responsibilities (Hollander, 2009).

Inclusive leaders promote and valued individuals' inclusion in the workplace (Salib, 2014), and employees' psychological empowerment is enhanced and they feel valued in the work setting (Randel et al. 2017). From external supportive behavior, employee intrinsic motivation enhances that ponder the great extent of psychological empowerment. Inclusive leadership stimulates inclusive culture which impacts an individual's meaning, enhances competence and self-determination subsequently, that builds a high level of intrinsic motivation in employees (Deci, 1975).

The inclusive leadership approach assures employees' direct participation and appreciation of their opinions that increase employee meaningful and impact at the workplace. Inclusive leaders show accessibility which allows an employee to discuss any ambiguity regarding work leads to improved employee competency. Moreover employee job autonomy and intrinsic motivation also heighten (Randel et al., 2018).

Moreover, Nezakati et al. (2010) suggested that sharing resources with subordinates such as knowledge, power, information, and rewards leads to the psychological empowerment of employees. The above arguments illustrate that inclusive leadership has a significant impact on the psychological empowerment of employees.

H₂: Inclusive Leadership has a significant positive impact on the psychological empowerment of the employee.

Psychological Empowerment and Project citizenship behavior

Erdogan et al. (2018) illustrate that performing tasks in an empowered situation positively impact employee performance, which enhances employee motivation, confidence, and job satisfaction. Employees with a high extent of psychological empowerment spend less time in routine work (Gómez & Rosen. 2001). Employee may collect additional information, performs more challenging tasks, and creates more innovative opportunities, which refers to the competency of the employee (Schyns, et al. 2005). Similarly, a great extent of psychological empowerment increases the employees' competency and confidence (Frazier & Fainshmidt, 2012; Landau, 2009). Employees with a high level of psychological empowerment believe that they have a high influence on their work and show more responsibility, consequently, that enhances the citizenship behavior of the employee. Chiang et al (2012)

found a high level of empowerment encourages and motivates the employee that enhances his performance. Chamberlin et al. (2018) explored that psychological empowerment has a significant positive impact on job satisfaction. Similarly, it was examined that psychological empowerment significantly and positively influences the organizational citizenship behavior of employees (Handayani et al. 2018, Najafi et al. 2011).

Employees make an error or fail to accomplish particular tasks on time in projects. Although employee with psychological empowerment does not feel fearful (Xu et al., 2019). To ensure the project's success employees need to create innovative approaches to overcome the risk associated with projects. Employees' motivation makes them share their ideas regarding new changes under supportive leadership (Choi, Tran, & Park, 2015). It is essential to motivate and encourage the employees to the generation of innovative ideas. (Zhu & Wang, 2011). Employees should be empowered psychologically to understand the complex business environment. (Javed et al., 2019). Providing employees such opportunities to enhance their competency, meaning, self-determination, and impact increases psychological empowerment, this makes employees perform non-routine tasks/activities consequently that generate innovative ideas in projects (Javed et al, 2017).

Nilesh & Paulin (2020), demonstrates that employee who perceived that they have high job autonomy, and competency and have significant influence in their work are likely to display more organizational citizenship behavior. Gorji and Ranjbar (2013) investigated that psychological empowerment is positively correlated with organizational citizenship behavior.

Moreover, Sargolzae & Keshtegar, (2015) analyzed the dimensional analysis of psychological empowerment (meaning, self-

determination, impact, and competence) with organizational citizenship behavior of the employee; results revealed that all dimensions of psychological empowerment are positively associated with organizational citizenship behavior.

Hence the current study illustrates psychological empowerment has a significant impact on the project citizenship behavior of the employee.

H3: psychological empowerment has a significant impact on project citizenship behavior.

The mediating role of psychological empowerment in the relationship between inclusive leadership and project citizenship behaviour

Inclusive leadership attributes openness; accessibility and availability empowered the employee psychologically (Carmeli et al. 2010). Leaders exhibit openness that makes employee openly share their opinions and views to create unique ways to solution of problems and leaders ensure that employees should be safe with the concern of negative consequences if their unique ideas lead to failures (Javed et al 2017). Inclusive leaders are easily accessible to the employee which increases employees' meaningfulness and the leader's availability refers that employee easily conveys their views (Nembhard et al. 2006), consequently inclusive leaders make employees psychologically empowered resulting overcome negative consequences and employees able to show change-oriented citizenship behaviors. The inclusive leader shows the employee that their thoughts are valued and appreciated, which caters to the employee's impact and control in work. Employee inclusion in the workplace enhances employee competency and control (Boudrias, Morin, & LaJoie, 2014).

Employee perception of involvement in work and the opportunity to share their thoughts and opinions allow the employee to create

decisions that make them psychologically empowered. Psychologically empowered employees are free to take initiative and show high involvement in work (Spreitzer, 2008). Employees who feel a high sense of psychological empowerment may show such behavior that leads to initiative and involvement in the workplace, consequently, the organization's performance will improve i.e. identification of issues and opinions to solve those issues which improve organizational performance (Frazier & Fainshmidt, 2012).

Inclusive leaders provide timely feedback to the employee which caters to employees' impact on work. Similarly, the inclusive leadership style authorizes the employee to make amendments to work and initiate a particular task according to the situation (Nishii & Mayer, 2009). Psychological empowerment of employee boasts confidence in him to perform more challenging tasks regardless of the negative outcome.

Previous studies display that supportive leadership through the mechanism of psychological empowerment can increase the citizenship behavior of employees (Newman et al., 2017; Wang et al., 2016). Based on the above arguments the current study proposes that psychological empowerment mediates the relationship between inclusive leadership and project citizenship behavior.

H4: Psychological empowerment is mediating the relationship between inclusive leadership and project citizenship behavior.

Moderating effect of Trust in leadership between the relationship of inclusive leadership and Psychological empowerment

Rousseau et al (1998) stated that trust in leadership is “a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of another”. Trust in leadership is employee belief about positive treatment from the leader.

Several studies considered trust in leadership as unidimensional. Trust in leadership is an important aspect that makes employee trust and respect their leader, employee feels encouraged and motivated and able to perform over to expectations (Gillespie et al 2004). A high level of trust in organizations develops close interactions that make employees perform above the requirements (Chami & Fullenkamp 2002). A great extent of leader support impacts the employee competence and ownership in work which encourages and motivates an employee and leads to enhancement in creative abilities (Amabile, 2005). Trust in leadership is beneficial for organizations in different ways as it affects attitudes, cooperation, and performance (Costa et al 2001). Concerning different management styles, leaders need to follow a comparative approach that makes employees responsible and involve themselves in decision-making (Chafra, 2006.) Trust makes individuals openly communicate which creates new ideas to perform tasks (Garvey, 2002).

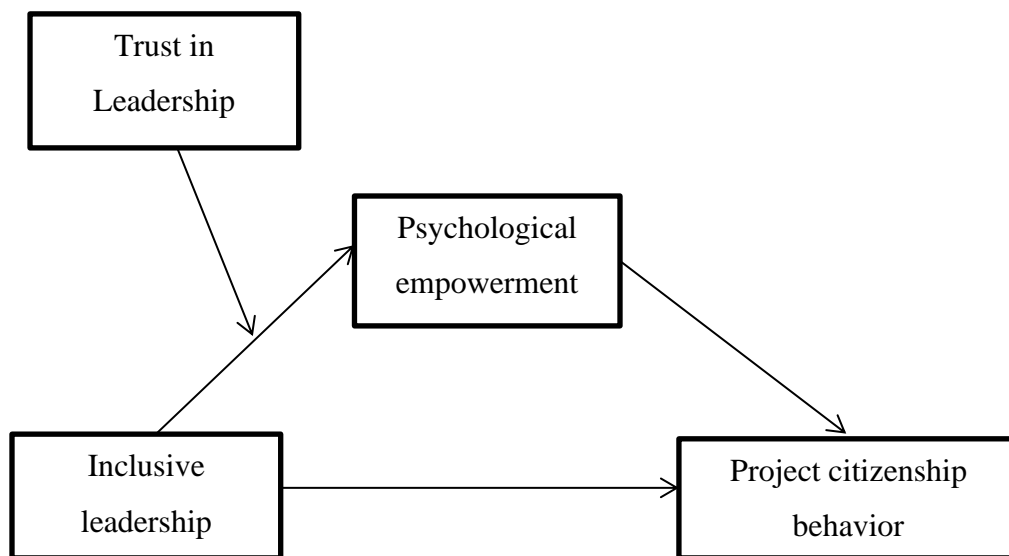
Gillespie & Mann (2004) illustrate the importance of a strong leadership approach for communication, formulation of an organization's objective and vision, and inspirational motivation to add common values and consequently build trust and confidence in employees. The empirical investigation of Michael (2011) displays that the behavioral integrity of a leader toward an employee enhances psychological safety hence employee voluntarily takes the risk and creates innovative ideas

Mayer et al (1995) demonstrate that the higher the level of employee trust in a leader, the more the employees will motivate and voluntarily perform for the organization's benefit. Numerous studies explored that trust in leadership moderated the different mechanisms such as leadership, employee performance, commitment, job satisfaction, OCB, etc., (Schoorman et al., 2007). It was illustrated that the relationship between strategic partner role and employee

indicators is moderated by trust in leadership (Chang & Chi, 2007). Leaders who have trust in employees, a high level of freedom degree, and minimum restrictions, escalate the leader-member relationship, which leads to employees' self-determination and impact (Vecchio & Gobdel, 1984) Trust of the employee enhance the motivation that leads to the citizenship behavior of the employee, he feels satisfied with his job performance (Brower et al., 2009) and motivates to display civil behavior (Lau & Lam, 2008).

Given the above arguments, the current study hypothesized that trust in leadership influences the relationship between inclusive leadership and psychological empowerment.

H₅: Trust in leadership moderates the relationship between inclusive leadership and psychological empowerment in such a way that more the trust in leadership, the stronger will the relationship between inclusive leadership and psychological empowerment.



Research Model: Figure 1

Research Methodology

Sample

This is the quantitative type of study; data were collected in one month and twenty days through the cross-sectional method and followed the positivism philosophy. The population for the current study was employees of project-based organizations in Rawalpindi and Islamabad. We approached such organizations which have several currently running projects in the field of construction, telecom, information technology, and research and development. The questionnaire was distributed to the employees who were

directly involved in project management and execution of projects, such as skilled staff, technical staff, site supervisors, etc. to generalize the results. By using the convenience sampling technique, 540 soft and hard copies of questionnaires were distributed among different companies with the assistance of friends and relatives and shared Google links via (email, and whatsapp) with the population of research interest. Out of the total 540 questionnaires, 214 hard copies were returned and 123 respondents returned the questionnaire through the soft form. The total including hard and soft from 337 participants returned data. Out of 337

questionnaires, the data of 35 respondents was incorrect in such a way that some of the questionnaires were filled with missing values, serial and zigzag ratings, and some questionnaires were partly filled. The final completed data considered for this study was composed of 302 participants. Based on the completed data collection, the response rate was 55.9%. A covering letter was attached with questionnaires to explain the purpose of this study. The covering letter disclosed instructions regarding the research and assured that the data would be kept confidential and will only use for academic purposes.

Research instrument for this study was 5 point likert scale for all study variable where 1 = strongly disagree, 2 = disagree, 3 = Neutral 4 = agree and 5 = strongly agree.

Project Citizenship Behavior

Project citizenship behavior was measured by using the 16-items scale, developed by (Braun et al 2013). A sample item is “I have made innovative suggestions to improve the project work”.

Inclusive Leadership:

Inclusive leadership consists of 9 items scale, which was developed by Carmeli, Reiter-Palmon, and Ziv (2010). A sample item is “The manager is available for professional questions I would like to confirm with him/her. Younis et al (2020) found that the alpha reliability of inclusive leadership was 0.84.

Psychological Empowerment

Psychological empowerment’s scale consists of 12 items, which was developed by Spreitzer (1995). It was demonstrated that the scale is reliable able with an alpha reliability of 0.81 (Bashrat et al (2021). Sample item scales are “I can decide on my own how to do my work”.

Trust in Leadership

Trust in leadership comprises six items, which were developed by Podsakoff et al (1990). Several studies adopt this scale such as Islam et al 2020 and Burns (2016), the alpha reliability was .89 and .88 respectively. A sample item is “I feel quite confident that my leader always treats me fairly”.

Table 3.1, Demographic frequency

Category	Frequency	Percentage
Gender		
Male	212	70.2
Female	90	29.8
Total	302	100.0
Age		
18-25	113	37.4
26-35	141	46.7
36-45	32	10.6
46 & above	16	5.3
Total	302	100.0
Industry		
Public sector Project	194	64.2
Private Sector Project	108	35.8
Total	302	100.0
Organizations		
Construction	114	37.7
Telecom	38	12.6

IT	71	23.5
R&D	79	26.2
Total	302	100.0
Qualification		
Intermediate	99	32.8
Bachelor	139	46.0
Masters	48	15.9
M-Phil	16	5.3
Total	302	100.0
Experience with current organization		
Less than 1 year	93	30.8
1-2 year	83	27.5
3-5 year	72	23.8
5-10 year	35	11.6
10 & above year	19	6.3
Total	302	100.0

Reliability analysis was computed to check the internal consistency of the scale. The computed Cronbach's alpha value for (IL = .859, PE = .835, TIL = .811, and PCB = .899). The result of the reliability analysis indicates that the scale adopts for the current study is reliable.

Results:

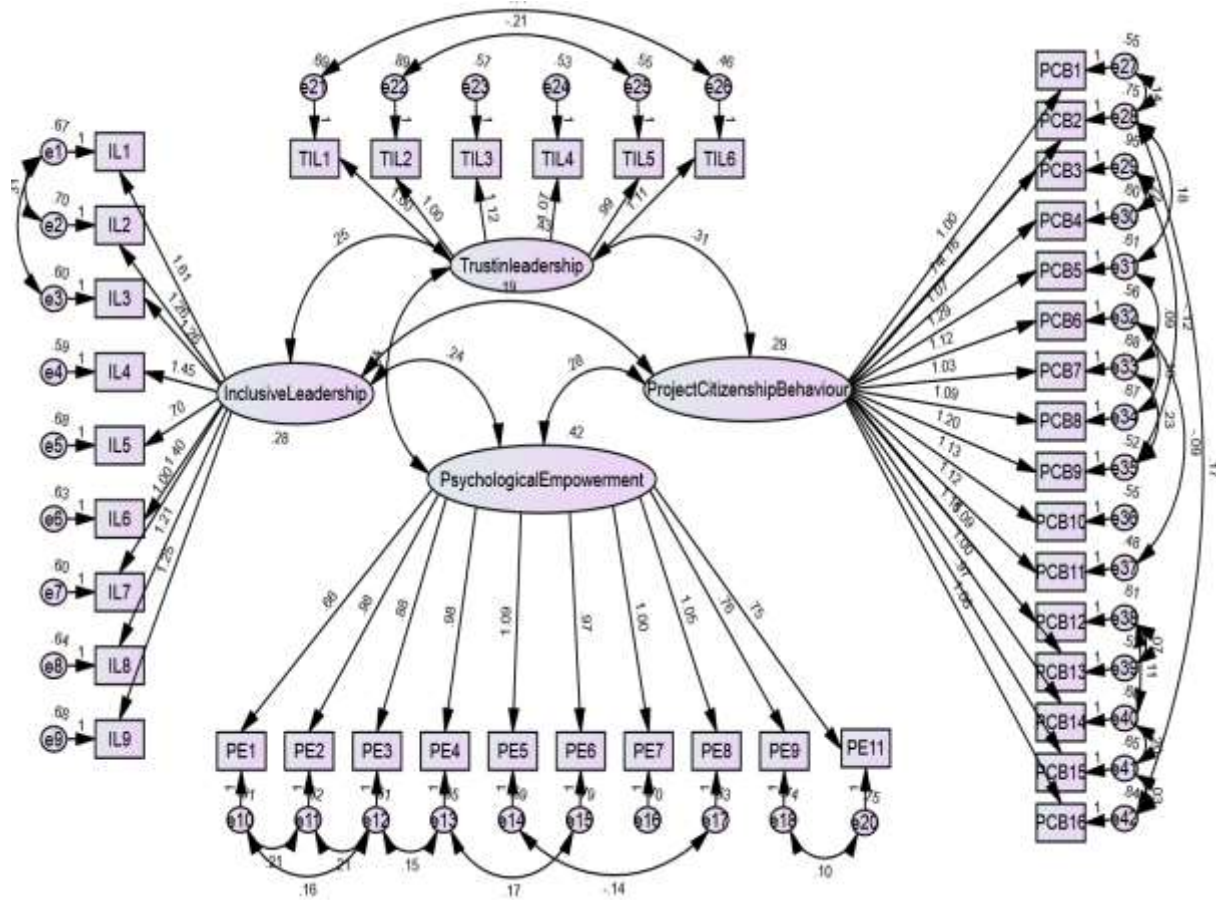
The current study conducted a confirmatory factor analysis to check the validation of the measurement model according to the proposed hypothesized frame. To check the model fit several model fit indices were applied such as (GFI), (TLI), (IFI), (CFI), and RMSEA)

Considering the suggestion of Hu and Bentler (1999) and Gaskin, & Lim, (2016), our study follows the given cutoff criteria in table 4.1.

Table 4.1 Confirmatory factor Analysis

Measure	Estimate	Threshold	Interpretation
CMIN/DF	1.608	Between 1 and 3	Excellent
CFI	0.910	>0.90	Acceptable
SRMR	0.051	<0.08	Excellent
RMSEA	0.045	<0.06	Excellent
P-Close	0.964	>0.05	Excellent
TLI	0.901	<0.9	Acceptable
IFI	0.911	<.9	Acceptable
GFI	0.846	<0.8	Acceptable

Figure 4.1 CFA analysis



Several modifications were made by linking elements with each other to fit the model at an acceptable level. Table 4.1 shows the results of the confirmatory factor analysis. Based on the given cutoff criteria, the value of CFI, TLI, and GFI is on an acceptable level which exemplifies that the model is a good fit, and the value of and value of RMSEA, Chi-square, and SRMR depict the model as an excellent fit. Overall results of the

confirmatory factor analysis model revealed that the model is a good fit.

Mean value, standard deviation, skewness, kurtosis, and inter correlations among variables are given in table 4.2. Results indicate that skewness and kurtosis are within the acceptable range and all study variables are correlated with each other.

Table 4.2

	Mean	Sd.	Skewness	Kurtosis	1	2	3	4
IL	3.65	.719	-.792	.977	1			
PE	3.83	.653	-.688	.857	.605**	1		
TIL	3.82	.749	-.836	1.132	.609**	.672**	1	
PCB	3.79	.626	-.831	1.727	.571**	.706**	.750**	1

Direct and Indirect effects

current study conducted SPSS Hayes process macro analysis for hypothesis testing. Table 4.3 depicts the direct and indirect effects of the hypothesis. The effect of inclusive leadership and psychological empowerment is significant and positive ($P < .05$, $\beta = .5494$). The direct effect of psychological empowerment and project citizenship behavior is significant and positive ($P < .05$, $\beta = .5446$). The direct effect of inclusive leadership and project citizenship behavior is

significant and positive ($P < .05$, $\beta = .4976$). The direct effect of inclusive leadership on project citizenship behavior in presence of psychological empowerment is significant and positive ($P < .05$, $\beta = .1984$). The indirect effect of inclusive leadership on project citizenship behavior with mediating role of psychological empowerment is significant and positive ($P = .005$, $\beta = .2992$). Results indicate that hypotheses one to four are accepted.

Table 4.3 direct & indirect effects

Predictors	B	Se	t	P
IL → PE	.5494	.0417	13.1640	.0000
PE → PCB	.5446	.0477	11.4134	.0000
IL → PCB	.4976	.0413	12.0604	.0000
IL → PE → PCB	.1984	.0433	4.5796	.0000
	B	Se	LLCI	ULCI
IL → PE → PCB (Indirect effect)	.2992	.0488	.2098	.4031

Table 4.4 demonstrates the interaction effect of trust in leadership in the relationship between inclusive leadership and psychological empowerment. Results indicate that there is no interaction effect of trust in leadership between

the relationship between inclusive leadership and psychological empowerment ($p > 0.05$, LLCI = $-.0363$, ULCI = $.1022$). Based on the results, hypothesis five is not-accepted.

Table 4.4 Interaction effect of trust in leadership

	B	Se	T	P	LLCI	ULCI
Int-1	.0329	.0352	.9354	.3503	-.0363	.1022

Discussion

Hypothesis one depicts that inclusive leadership has a significant and positive impact on project citizenship behavior. Results display that Inclusive leadership has a significant and positive influence on project citizenship behavior. The findings of the current study are congruent with previous findings such as Carmeli et al. (2010) demonstrated that the Inclusive leadership

approach is an effective method to enhance organizational citizenship behavior. A leader's supportive behavior allows the employee to show a willingness to perform extra-role that lead to the effectiveness of organizations (Farooqui, 2012). Leader through the inclusive approach give high consideration to those employees who willingly perform extra-role and their trust increase and provide employees the opportunity to openly

raise their voice for the creation and implement novel ideas (Hirak, Peng, Carmeli, & Schaubroek, 2012; Bokhorst, 2015). Basu stated, "Through its adapted dimensions of project-specific helping behavior, project loyalty, project compliance and project-specific proactive behavior it encourages individuals to go the extra mile, be more effective and productive (Basu et al., 2017) and subsequently facilitates project success.

Hypothesis two demonstrates that inclusive leadership significantly impacts the employee's psychological empowerment. Results indicate that inclusive leadership has a significant and positive impact on psychological empowerment. Based on the results hypothesis two is accepted. Results are consistent with past studies such as empirical findings of Shahab et al. (2018) revealed that leaders increase the awareness of employees at work by surging a great degree of work meaningfulness. Inclusive leader's attribute accessibility increases the employee competency that leads to helping employees how to perform a particular role. Employees feel a great sense of impact at work through the leader's timely and constructive feedback. The inclusive leader provides power to the employee that enhances the employee's self-determination and employees can formulate the particular task according to their own. Inclusive cultures make an employee psychologically empower to share their views and thoughts (De Hoogh & Den Hartog, 2008; Piccolo et al., 2010).

Hypothesis three depicts that psychological empowerment has a significant and positive impact on project citizenship behavior. Results of statistical analysis show that the effect of psychological empowerment on project citizenship behavior is significant and positive. The findings of current research are consistent with previous studies such as Javed et al. (2019) found that psychological

empowerment has a significant and positive impact on employee innovative work behavior. A great extent of psychological empowerment leads to a high level of citizenship behavior of the employee at the organization level (Handayani et al., 2018; Najafi et al., 2011). Employees' high sense of psychological safety enhances creative behavior (Mansoor et al., 2020). Psychological empowerment of employees leads to creative and supportive culture (Algae et al., 2006).

Hypothesis four illustrates that inclusive leadership has a significant and positive impact on project citizenship behavior with the mediation mechanism of psychological empowerment. Results indicate that inclusive leadership has a significant and positive impact on project citizenship behavior with mediating effect of psychological empowerment. The findings of current research are aligned with previous studies. An inclusive leader enhances the project citizenship behavior of employees in several ways, by presenting themselves as a role model for employees (Jausi & Dione, 2003), providing important resources to employees such as sharing of knowledge, funding, and resources (Reiter-Palmon & Illies, 2004), encourage and motivate employee to enhance their productively (Atwater & Carmeli, 2009). A leader's involvement and motivation of employees through the social exchange process leads to organizational citizenship behavior (Bowler & Brass, 2006; Rioux & Penner, 2001).

Hypothesis five illuminates that trust in leadership moderates the association between inclusive leadership and psychological empowerment in such a way that as it will high the relationship will strengthen. Results of statistical analysis scrutinize that trust in leadership has an insignificant interaction effect between the relationship of inclusive leadership and psychological empowerment, hence, hypothesis five is not accepted. Ng & Chua, (2006) display that cognitive trust possibly

decreases due to large team size based on the free-rider hypothesis of the subordinate toward their manager. (Weichun Zhu et al 2012) revealed that cognitive trust negatively affects transformational leadership. The project has limited time however, trust takes time to build in the relationship, and this might be another rationale behind the rejection of the hypothesis.

The current study provides a novel contribution by examining the impact of inclusive leadership and project citizenship behavior through the mediation mechanism of psychological empowerment. Based on the lens of social exchange theory our study formed a causal mechanism, which states that inclusive leadership develops employee psychological empowerment which leads to project citizenship behavior.

Moreover, the direct impact of psychological empowerment with project citizenship behavior is also a novel contribution of the current study.

The current study suggests to managers and policymakers promote and implement an inclusive leadership approach. By adopting inclusive leaders' attributes of openness, accessibility, and availability, leaders can enrich project citizenship behavior in employees through inclusive culture. The current study suggests to immediate leaders display an inclusive approach to employees by listing their views and thoughts, showing respect, and providing timely feedback to employees through open communication in project settings.

Our study suggests to leaders endorse psychological empowerment in employees to maximize the performance of projects. Inclusive leaders should share valuable resources and information with the employee that will enhance their competency and impact. Inclusive leaders support employees and provide positive feedback on their opinions which will increase their self-determination, and employees can formulate

tasks according to requirements in uncertain conditions.

Our study considered a convenience sampling technique for data collection. We recommend to collect the data through the longitudinal method in future studies.

The sample size of the current study was relatively small, future researchers should consider a large sample size to verify the findings of the current study.

Future studies may take other psychological states as intervening variables in a relationship between inclusive leadership and project citizenship behavior and the interaction effect of trust in leadership may be considered with other leadership styles.

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