



IMPACT OF INCLUSIVE LEADERSHIP ON PROJECT SUCCESS WITH MEDIATING ROLE OF WORK ENGAGEMENT

Nadia Shafeeq Mughal¹, Farrukh Aziz²

*1Department of Management Sciences, NUML University, Islamabad, Pakistan

*2Department of Management Sciences and Engineering, DLUT University, Dalian, China

DOI: 10.5281/zenodo.16896148

ABSTRACT

This paper examines how inclusive leadership influences project success through the interventive variable of work engagement. Open, fair, and psychologically safe leadership styles define inclusive leadership and become more and more important to handle the dynamic and diverse project environment. Based on the self-determination and social exchange theories, this study was conducted as a quantitative, cross-sectional study which is aimed at testing these propositions empirically. Survey research was conducted whereby 100 project managers and project personnel associated with construction industry within the UK were administered through structured questionnaires that used well-known scales in measuring inclusive leadership, work engagement, and project success. An adequate gender, age, education, and professional experience diversity in the created demographic profile of the respondents assured a good representation. The SPSS 21 and PROCESS Macro (Model 4) with the regression, correlation, reliability, and mediation analyses were used to look over the data. The results show that inclusive leadership has a considerable direct as well as an indirect effect on project success, where work engagement, i.e. described by vigor, dedication and absorption, is a potent mediator. Such findings emphasize the necessity of leaders to develop inclusive behaviors that promote psychological safety, cooperation, and motivation, which increases the commitment and performance of employees. The article is valuable to the literature on leadership and project management because it confirms the mediating role of engagement and gives practical recommendations that can help organizations to attain sustainability in terms of project success.

Keywords: Inclusive leadership; Work engagement; Project success; Mediation analysis; Employee engagement; UK construction industry

I. INTRODUCTION

Today's economy is sustained by various investments in projects from both public and private sectors. (Wright) state that it involves significant investments totaling trillions of dollars each year. Project management focuses on thorough, outcome-driven, and effective planning (Ika, 2009). The effectiveness of project management depends significantly on adhering to schedule constraints, budget limitations, and the capacity to manage them effectively. The project is deemed successful when it is executed in accordance with the requirements for success (Lamprou and Vagiona, 2022). The project manager plays a crucial role in defining and shaping the desired aims of project execution (Marnewick, 2023). Stakeholders define the features and functioning of the project. Project managers are responsible for ensuring the fulfilment of these functionalities and the timely completion of the project (Khan et al., 2021). Project managers are tasked with ensuring that the project remains within the allocated budget (Abou Samra, 2021). An effective manager is typically evaluated based on their utilization of the allocated money and implementation of the three key criteria (scope, budget, and time) to help a business reach its objectives and goals (Nawaz and Qayyum, 2022). The team manager is responsible for ensuring that team members work effectively and efficiently to guarantee the success of a project. The manager must be able to draw in bright, competent employees and



have a clear vision. According to (Kibugi and Muchelule, 2021), project success is increased by the project manager's leadership support.

Several empirical research in the field of project management have shown that when a project manager uses supportive leadership styles, it positively correlates with the project's performance.. Levy (2020) examined how project managers' true leadership styles impact the success of project delivery. Their research indicated a positive correlation between project delivery and the real leadership of the project manager. Ahmad et al. (2022) examined how a project manager's transformative leadership impacts project success. The researchers discovered that the leadership style of the project leader positively impacts the success of the project. Ahmad et al. (2022) discovered through empirical research that there is a positive association between project success and a project manager's transactional leadership using a contingent incentive strategy.

Project managers contribute to project success by their inclusive leadership. Fjermedal (2020) initially introduced the concept of inclusive leadership. Inclusive leadership is a recent concept in the literature, and only a small number of research have explored its impact inside organizational environments. (Fjermedal, 2020, Yousaf et al., 2022) looked at how healthcare teams developed when leaders were inclusive. Psychological safety was considered as a moderator in this investigation. In an attempt to fortify healthcare teams, it was shown that inclusive leadership had a positive effect, both directly and indirectly via psychological safety. Vakira et al. (2023) looked at how psychological safety mediated the relationship between inclusive leadership and creative engagement. Guo et al. (2022) examined how inclusive leadership impacts employees' voice behaviour, both directly and indirectly. The leader-member exchange and psychological safety provided the indirect path.. (Khan et al., 2020, Javed et al., 2021a) examined the relationship between innovative work behaviour and inclusive leadership, using psychological safety as a mediating factor. Their study found that creative work practices and inclusive leadership are positively correlated, both directly and indirectly through psychological safety.

There is a discrepancy between organisational policies and the practical experience of most professionals in the workplace. Inclusive leadership could help bridge the divide. Inclusive leaders can bring out the best in all their team members. According to (Kiikkilä, 2021, Cox, 2022) possessing this quality is particularly beneficial for a company to thrive in today's diverse and complicated environment. Inclusive leaders are adept at adapting to a new context. They boost inventiveness and improve performance. This is accomplished through talent cultivation and fostering relationships. Studies show that leaders that prioritize their employees' psychological and safety requirements and create a secure and healthy work environment tend to achieve more performance (Koutny and Chatziadam, 2023). Inclusive leadership is a sector that emphasizes strategies to enhance learning and motivation inside a company. Inclusive leaders promote reciprocal communication throughout the organization (Kuknor and Bhattacharya, 2022). They enhance happiness and foster a deeper understanding to enable employees to perform at their maximum capacity. These leaders inspire their colleagues by showing appreciation and offering encouragement. Adopting a new leadership style can be just as difficult as navigating a company through economic downturns (Faulks et al., 2021). In today's business environment, a company requires a competent, skilled, and capable leader to thrive in the market. A company's success relies on the partnership between effective leadership and skilled staff. BATAINEH (2020) found that inclusion benefits all parties involved. It makes team members feel included, empowered, and trusted, which in turn benefits the project manager by creating a more engaged and motivated team. Lastly, it leads to a superior product or service for the client. Recognizing that this technique boosts work engagement, reduces attrition, and increases business outcomes, inclusive leaders effectively solicit and utilize advice from their teams (Javali and BK).

The term "work engagement" was defined by (Mazzetti et al., 2023). According to their description, it is a positive and satisfying mental state that is linked to work and is marked by energy, commitment, and immersion. Scientists call it "Vigor," and it means a lot of things like being really dedicated to your job and having a lot of energy to spare (Ribeiro et al., 2023). Engagement in work involves the ability to handle problem-solving circumstances, devise goal-oriented solutions, and motivate others. Work engagement is fostered by a happy and healthy workplace environment, which in turn encourages committed people to excel (Corbeanu and Iliescu, 2023). This improves their mental health and decreases work-related stress. Positive outcomes, recognition, and rewards promote self-assurance and commitment to work (Welbeck et al., 2024).

Work engagement is the obligation of an organization. Equitable distribution of work, proportional assignment of tasks, and effective resolution of complaints significantly contribute to the beneficial growth of a company (Widarko and Anwarodin, 2022). Organizations are responsible for both hiring and retaining engaged personnel. Engaged personnel demonstrate higher levels of involvement and dedication to their job. Under these circumstances, employees can improve the alignment between themselves and their job requirements. Enhanced dedication and alignment between a person and their job led to increased



job satisfaction and retention. A company's productivity and performance are directly correlated to the quality of its workforce. According to (Musi, 2020), in order for employees to succeed and reach their objectives, there needs to be good planning and organization of the job. Inclusiveness in leadership has been considered as one of the primary factors which help to bolster the success on diverse projects environments. With human approach, the leadership style is also embedded in the dimension of treating all team members as equals in the way they are respected and also encouraged to develop their potentials to the maximum level (Shore and Chung, 2022). Recent studies support the fact that inclusive leadership doesn't only encourage employees to work harder, but also promotes them to work in a team

which, in most cases, will have a higher engagement rate (Rodriguez, 2018). Work engagement of the employees with the tendency to persistently pursue work, become fully immersed in their duties and show a positive and excited attitude turns inclusive leadership style into a productivity-enhancing element of project success (Cenkci et al., 2021). The intricate and multilayered nature of the association between inclusive leadership and project performance is a subject of great complexity and therefore further analysis to delve into the underlying mechanisms driving these relationships (Kiikkilä, 2021). To add to the body of knowledge on the role of inclusive leadership in project management, this study seeks to determine what the effect of inclusive work leadership is on project performance, centering on the mediating role of work engagement.

Inclusive leadership and project success are the targets of the present study, focused on evaluating the relationship between the two constructs and discussing the mechanisms behind such a relationship. Precisely, the paper examines the mediating role of work engagement, the aspect of inclusive leadership that has a dominant impact on the employee engagement and outcomes of the project, the net effect of inclusive leadership and work engagement on total employee satisfaction with successful project execution. The answers to these goals make the study give a summarized view of defending the role of inclusive leadership in successful project management in diverse organizations. The purpose of the research is that it is going to measure the impact of inclusive leadership to project success, in particular, project performance indicators. Based on the self-determination theory, the analysis noted how employee engagement, which is achieved through inclusive leadership contributes to the improvement of project results. It also effectively tries to determine the leadership practices that are best at inspiring employees, bonding them more, and ensuring a successful project delivery. By so doing, the study incorporates theoretical reflections with practical applications of leadership within a project-based set arrangement. There are a number of research questions that inform the study; to what degree inclusive leadership has any impact on project success; does work engagement mediate the relationship between inclusive leadership and project outcomes or not; what areas of inclusive leadership most substantially contribute to the engagement of employees and employee performance; and how inclusive leadership and work engagement relate to project success. These questions form a basis of examination of both the direct and indirect vectors of influence in the organizational projects.

Despite significant amounts of research that have long noted leadership as a project success determinant, current literature tends to focus on more traditional forms of leadership and tangible project variables that include cost, procurement, and schedules (Schultz, 2021). There is still little exploration of inclusive leadership implications on a larger scale. Inclusive leadership is a wider perspective in which there is a focus on attributes of leaders, employees, leader-follower relationship. This type of leadership promotes quality interactions that enhance excellent performance amongst employees, and this enhances project success. Inclusive workplaces, in turn, contribute to greater work engagement and job fit that would enable employees to feel appreciated, inspired, and be dedicated to the fulfillment of shared goals. Although such potential exists, not many empirical studies are available regarding how inclusive leadership affects project performance via specific mechanisms, which also presents a significant gap that this paper is to fill. Project success is central to leadership roles in the contemporary environment where the world is becoming more competitive and project-based cultures on the rise. Transparent, accessible, and supportive leadership which is inclusive has shown to mostly apply in dealing with diversities and multicultural workforces. Managers with inclusions climates motivate teamwork and promote team performance, leading to improved project performances (Yunpeng & Zaman, 2023). Besides, employee engagement plays the pivotal role in this process because engaged employees are eager, consistent, and determined, which has a direct effect on the quality and magnitude of work performance (Sharma et al., 2022). The sense of belonging that inclined leadership creates enables the continued motivation of employees to achieve organizational goals. Inclusive leadership can also be significant in effective diversity management because it allows organizations to use a variety of perspectives and foster creativity when deciding about the company (Roberson & Perry, 2022). The current impact, improving the results of the project and the satisfaction of employees, creates loyalty, low turnover, and cohesion, as well as discipline of teams (Chagadama, 2022). Presently, the



cross-cultural teams are becoming more and more widespread in a globalized business environment where inclusive leadership proves critically important as a key to long-term success (Nishii & Leroy, 2022). On that note, the present paper contributes both to theory and practice since it investigates the impact of inclusive leadership mediated with work engagement on project success. By so doing, it finds leadership tactics based on meritocracy, communication, and teamwork, which may be proper avenues towards corporate performance and competitiveness in the long run.

II. LITERATURE REVIEW

INCLUSIVE LEADERSHIP

The notion of inclusive leadership was coined when dealing with diversified workforce and leader as manager to ensure diversity in the team is synchronized to fit organization goals. The term “Inclusive leadership” carries the same meaning which is the style of leadership that makes team members as valued and respected as they are treated in different platforms equally while they are being exposed to the ethical and moral condition (Foley, 2022). Furthermore, leadership implies collaboration between leaders and staff that recognizes the uniqueness of each human being and consequently having a dynamic team in which all members can fulfil their own capacity for the benefit of the whole entity. The set of precise behaviours and attitudes that the inclusive leaders demonstrate are: open-mindedness, approachability and the readiness to practice active listening (Moloi, 2022). In sum, the leaders who are inclusive can work a show of empathy, providing an equal access to support and mentoring, and recognizing the diversity of every team member in terms of perspectives and skills. These behaviours play an important part since they build assurance and respect for their organization; therefore, inclusive culture thrives. Inclusive leadership analysis requires several theoretical views. Transformational leadership theory holds that role modelling, inspirational motivation, intellectual stimulation, and individual growth can encourage employees (Bojovic and Jovanovic, 2020). This is the foundation of inclusive leadership, which anticipates employee excitement and challenges them while addressing their particular needs and contributions. Diversity Leadership emphasises a leader's role in recognising and appreciating diversity as a resource for organisational success (Roberson and Perry, 2022). Results from clinical investigations show that inclusive leadership works. Leadership styles like this boost team innovation, employee satisfaction, and organisational commitment (Choi, 2021). Effective inclusive leadership reduces employee turnover, improves decision-making, and enhances team performance (Gajdzińska, 2021).

PROJECT SUCCESS

Project success is a multifaceted concept traditionally defined by the "iron triangle" criteria: scope, time, and expense. But, the modernity definitions cover client satisfaction, crew satisfaction and the amount which the project response the strategic targets of the enterprise (Satpute, 2022). The focus here is the recognition that a successful project is not just a matter of achieving predetermined goals but rather about the delivery of value to stakeholders which aligns with the long-term goals of the organization. The "old school theory" of projects achievement was based on keeping a budget, schedule, and specifications. Modern perspective, however, weights in not only the project benefits realization but also involves satisfaction of the stakeholders and the project is aligned to the strategy of the organization (Pinto et al., 2022). This ripple effect is an act of simplicity of judging and measuring success of projects in today's project environment. Multiple things influence the final output of a project. These strategies include effective project management practices, organizational support, stakeholders' involvement, consistency of goals and objectives, and the competence of the project team (Shaukat et al., 2022). Moreover, environmental factors include market conditions and technological advances which are also important in determining outcomes of projects. The leadership's role in project fulfilment plays a vital role. An effective leader is the one who, by inspiring and motivating people, can turn a merely completed project into a successful one. In addition, such a leader is the one who can balance different people's expectations and can align the project well with the organizational strategy. Leadership ways noticeable impact the project deliverance; transformational and participative leadership often show up during higher levels of project achievement (Farler, 2021). Comprehensive theoretical research proves that there is an interrelation between various leadership styles and final project results. Thus, it has been proven by many researches including (Janjua, 2020), multiple times that projects led by the leaders who show some inspirational and transformational mentality such as vision, leading, challenging, and involvement are the ones that are more likely to reach and exceed the set goals. Moreover, leadership inclusiveness has been proven as a catalyst to group innovation and other factors that are important in the teams that work on successful projects, especially in dynamic and diverse environments (Mahdzir and Ghani, 2022). project success is assessed based on these prerequisites, in addition to the social responsibility for different





stakeholders and as a part of the overall strategic plan. The pivotal role that leadership is performing in this very complex environment and paddling projects to success is out of the question.

WORK ENGAGEMENT.

Engagement at work is the state of mind that is fully charged and positive while the person enjoys the activity and is completely absorbed (ZULKIFLI). While Vigor is characterized by constant high energy and psychological endurance in relation to labour, it also implies the eagerness to devote just as much effort in the job, and even in the face of adversities. Involvement means, that one thing by ten thousand of micro-steps represent a big jump (Murnak and Kirsner, 2023). These tremendous leaps can even be inspirational, starting the chain reaction, like the pride, the enthusiasm, the passion, the zeal, and the business challenge. There is absorption when one is in such a state of focus that time just flies, and one tends to lose track of any external stimuli, even concerned about disengaging from the task. Job Demands-Resources (JD-R) Model is a main theoretical framework underlying the sense of engagement (Koroglu and Ozmen, 2022). This model assumes that the job resources (for instance, autonomy, work mates' support, performance feedback, and opportunities for professional development) are the factors, which enlarge work engagement through the employees' job growth, acquisition of work skills and mastery of professional skills (Aryani et al., 2021). Not only the role exacting of demands, the work pressure, and the emotional burden of the position, negatively, but the challenge of the job in case it is well-managed leads to a positive impact through a process of natural selection. However, if the job is too demanding, it may cause an experience of strain. Work engagement is affected by such factors as personal competencies such as grit and positive thinking, job factors including leadership support and variety of work, and correlations or matching of an individual's abilities and task requirements. Organization culture which encourages compliancy, trust, along with shared values has an enlarged act to ensure engagement (Alizadeh, 2022). Work engagement boosts company performance. We recruit committed people who perform well, are proactive, and participate in corporate citizenship activities beyond their job obligations. An engaged workforce performs better, has lower turnover, and improves financial performance (Shettigar and Shiva Shankar). Work involvement has the same effect as personal good health at work, resulting in fewer sick days and improved workplace well-being (Garg and Singh, 2020). Employee engagement is important for organisational goals and individual well-being, therefore managing it is one of several strategic techniques used to increase efficiency.

HYPOTHESIS DEVELOPMENT

INCLUSIVE LEADERSHIP AND PROJECT SUCCESS

Managing the workforce is the most challenging responsibility in modern times (Shahid, 2023). Project-oriented firms face a greater challenge due to their unrestricted resources and the transitory, contract-based structure of employment. Employees must be encouraged to uphold the organization's quality standards (Bukhari, 2021). To establish a productive work environment, it is not enough to rely solely on regulations and structural adjustments. Leaders must also cultivate an inclusive workplace that encourages individuals to achieve their maximum potential. The leader should utilize his authority in a competent and productive manner (Dinh et al., 2021), when working together with team members to build trust. Project leaders need to align their intentions and behaviours to achieve their project goals. This enhances variety and improves both corporate and individual performance (Shahid, 2023).

Leadership in companies is significant (O'Reilly and Chatman, 2020). Leadership is essential for fostering high-quality work and ensuring that employees satisfy the organization's standards at all levels (Gavya and Subashini, 2024). Inclusive Leadership, as defined by (Tiwari and Bhardwaj, 2022), enables us to strive for social justice through proper leadership practices. Various obstacles can make the concept of Inclusive Leadership challenging (Hassan and Jiang, 2021). The obstacles might be categorized as either managerial techniques or organizational policies. Inclusive Leadership can lead to greater performance and innovation, as well as aid in retaining individuals with creative abilities, while fostering an inclusive organizational culture. The inclusive leader serves as a beacon and, by personally listening to and adopting the ideas of many different people, sets new benchmarks for inclusive conduct. The inclusive leader blinds themselves to the powers of reason, giving credit to those with whom they work for the imaginative work that has been generated. Inclusive leaders foster varied and innovative work environments that promote strong connections and mutual support among employees (Javed et al., 2021b). Team members may vary in knowledge or hold divergent ideals. Project leaders can utilize the differences among team members and effectively handle disagreements between groups to enhance employee performance. Inclusive Leadership



is crucial for emphasizing the significance of diversity and disputes by facilitating the efficient handling of diversity and conflicts within workgroups to ensure project success. Based on these reasoning, we proposed the following relationship.

H1: Project success is positively impacted by inclusive leadership.

INCLUSIVE LEADERSHIP AND WORK ENGAGEMENT

Leadership is vital for advancing the objectives and purposes of an organization (Armani et al., 2020). Organizations gain from their leaders by leveraging innovations, varied personnel, and achieving optimal outcomes. A leader who demonstrates good listening skills fosters trust among team members, reassuring them of their care and concern (Lanier, 2021). Researchers have determined that listening is a crucial management skill that should be integrated into the broader framework of leadership theory. The study has shown that the art of listening is a characteristic of leadership, which, in its turn, increases leaders' influencing capacity over employee behaviour and attitudes, consequently, building closer relationships with employees (Kluger and Itzhakov, 2022). An effective leader who is a good listener can pick up the problems you did not express clearly and guide you to action. The essential components that define work engagement as a good and rewarding state of mind are vitality, devotion, and absorption (Banu et al.). Exhibiting high amounts of energy and a robust mindset while working is Vigor. Dedication is defined as a strong commitment to one's work with a feeling of importance, enthusiasm, and challenge. The concept described is known as absorption, when an individual finds it challenging to disengage from work as time goes rapidly and they are deeply engrossed in their tasks (Mazzetti et al., 2023). Supervisors significantly influence an employee's work engagement and their decision to remain with the same organization and employment. HR professionals may enhance training support and ensure managers are held accountable for retention. HR executives could define engagement levels for subordinates as a criterion of evaluation to enhance managerial performance at all levels (Gim et al., 2022).

Managers can successfully bring about organizational efficiency through the facilitation of a communication-friendly atmosphere among employees, wherein they feel free to address any work-related concerns that may be jeopardizing the workplace (Ekmekcioglu et al., 2023). (Uluturk et al., 2024) indicated that leaders' support for employee's autonomy, competency, and comprehension allows them to function at their best level by promoting engagement in their projects. A leader that engages employees and creates an environment that empowers them also increases their work engagement. From the social exchange theory perspective, leaders who are inclusive and seem to use communal knowledge, contacts, and time in an open manner include the resources their employees can apply to fulfil their daily tasks. Employees are likely to develop the desire to totally throw in its own act as well as physical effort as these business tools motivate them to fully put in their emotional and bodily efforts towards the organization. Therefore, we expect to establish a strong link during this period.

H2: Positive work engagement is influenced positively by inclusive leadership.

WORK ENGAGEMENT AND PROJECT SUCCESS

Project success is contingent upon your team participation which is a crucial factor (Waseem et al., 2023). Employee engagement leads to concentration of their jobs on helping successful achievement of organizational goals (Opolot and Maket, 2020). Employee engagement is associated with higher productivity, profitability, customer service quality, safety mindset, and staff retention within a given company (Muñoz, Vergel, Demerouti & Bakker, 2014). Involved employees create much deeper engagement with the higher stakeholders, including the internal and external customers. People desire to be treated decent, enlightened, and not be undervalued (Storey, 2020). Project managers and leaders should be able to verbalize or express their hopes clearly. Apart from the eagerness and energy, the PMs must keep a focus and control over their thinking. A visionary project manager will bring with himself a positive project mood for the workers. Enhanced performance is achieved when project team members are actively involved (Zada et al., 2024). Engaged individuals derive satisfaction from their work, leading to increased task involvement and heightened production (Hulshof et al., 2020). Harvard Business Review states that firms with highly engaged employees have significantly greater success rates than those with less engaged employees. Turner and Turner (2020) discovered that highly engaged employees demonstrate greater enthusiasm and commitment to their work compared to less engaged employees. Researchers have discovered that firms that engage their employees enhance loyalty, leading to higher job satisfaction (Choudhury et al., 2021). Research showed that work involvement had a beneficial impact on job satisfaction (Hough, 2022). Highly engaged employees demonstrate greater loyalty, which drives them to work more diligently to ensure the success of the project. Organizations achieve success when



their employees are content, since they serve as the company's ambassadors, embodying its vision and mission across all platforms (Xiong, 2023).

Engaged employees' commitment drives them to work diligently, leading to significant accomplishments. These employees are determined to overcome obstacles and fulfil their responsibilities (Ogunleye, 2020). Employees that have a strong passion for their profession tend to have lower rates of absenteeism (Astuti et al., 2023). It also enhances productivity by boosting motivation, resulting in success. Key measures including earning per share (EPS), profitability, productivity, and customer evaluations are crucial in assessing a company's health and its development and success potential. Businesses with highly engaged staff typically experience greater profitability. Engaged employees are more productive and efficient, which has a beneficial impact on the company's profitability. In 2008, Wyatt Watson conducted a study which revealed that organizations with highly engaged employees generate 26% more income per employee (Vyas, 2023). The equation is quite logical. Increased staff engagement leads to higher efficiency and productivity, resulting in reduced operational costs and improved project profit margins. The organization is responsible for retaining valuable employees. Content and committed employees are not likely to switch jobs frequently. This quality ensures their allegiance to the organization and enhances the likelihood of success (Ford et al., 2023). Innovation and employee engagement are closely related (Nawaz et al., 2023). He added that staff that are engaged perform their tasks with efficiency and effectiveness, contributing creativity to the office atmosphere. These personnel have a robust rapport with their bosses, leading to the organization's growth and success. The project success and work engagement are positively related, as indicated by (Aboramadan and Dahleez, 2020, Riyanto et al., 2021).

H3: Project success is positively impacted by work engagement.

MEDIATING ROLE OF WORK ENGAGEMENT

Organizations of recent decades lean on valuable knowledge and innovative ideas to achieve and maintain their success (Muhammad et al., 2020). Acquiring such is through employee work involvement. Organizational success hinges much on work engagement and has been associated with positive individual outcomes such as improved individual performance, higher business turnover, more effective leadership management systems, and greater customer satisfaction (Mehrad et al., 2020, Shahid, 2023). On the other hand, the individuals who disengage have been reported to slow down productivity, effectiveness, and result in high costs (Choi et al., 2015). Success of the organization relies heavily on the creative and innovative contributions of its employees. Elements of work engagement affect employees and the success of organizations (Legran, 2020). Leadership has a crucial role in increasing work engagement by providing satisfaction, motivation, and fostering a positive culture for employees (Decuyper and Schaufeli, 2020). Leadership and its role in employee work engagement were chosen as a specific research topic. This to analyze the effects of different leadership styles, such as authentic, transformative, and ethical. They are strongly correlated with employee occupational engagement. Leadership readily available to employees, they show transparency, and are accessible. It motivates employees to use their entire hearts when performing the duties allotted to them and to provide the firm with every single mental, emotional, and physical ounce of their energy. Leaders do not only push their workers to devote their best; they also encourage their employees to make substantial contributions to the operation of the organization (Shafi et al., 2020). Thus, fostering accessibility, openness, and availability among leaders towards their staff leads to increased job satisfaction and positively impacts work engagement.

Faridullah (2024) argued that engagement with the job enables workers to develop more favorable attitudes towards outcome achievement and excellence of the organisation. 29 essential success criteria for the project were identified, with 45% intended to be implemented on the project manager's leadership style and 31% determined to be used in the involvement and commitment of the project team (Ahmed et al., 2021). An inclusive leadership drives employees to completely invest in their work by making them feel interested. The boosted job engagement will additionally increase the likelihood of the project becoming a success since employees will be able to offer creative ideas for improving job performance (MANUATI DEWI et al., 2023). Hoper, (Rafiq et al., 2023) looked into how work engagement moderates the effect of leadership on project achievement in terms of gender considerations. The researchers found out that work engagement serves as an intermediate variable between work engagement and project success. In their research, Bell, and others (2010) found that job engagement boosted project performance. Furthermore, other studies have shown that work engagement is a predictor of project success, as made clear by the findings in (Shaukat et al., 2022, Ali et al., 2020). Thus, we can propose:

H4: The relationship between inclusive leadership and project success is mediated by work engagement.



RESEARCH MODEL.

The research model is presented in the study to focus on the relationship between successful projects and inclusive leadership, through the intervening function of employee engagement. The claim, on the other hand, is that the introduction of inclusive leadership techniques can have a great impact on the outcome of projects by directly and indirectly enhancing the level of work engagement, among the team members. The approach, therefore, advocates for the enhancement of the culture of the workplace to not only enhance engagement but also enable project completion.

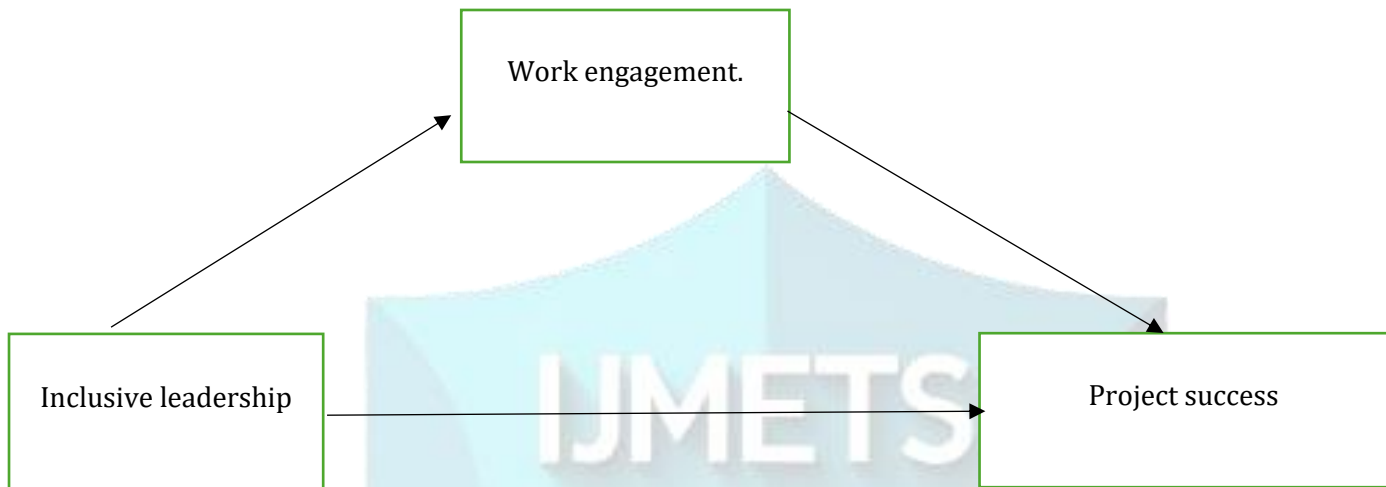


Fig. 1 RESEARCH MODEL

This study proposes the following four hypotheses:

H1: Project success is positively impacted by inclusive leadership.

H2: Positive work engagement is influenced positively by inclusive leadership.

H3: Project success is positively impacted by work engagement.

H4: The relationship between inclusive leadership and project success is mediated by work engagement.

III. METHODOLOGY

In this investigation, the quantitative research design was used to analyse the correlation between inclusive leadership and project success with work engagement as a moderating factor within the UK construction sector. The research is based on positivist philosophy, whereby the research needs reliable and valid evidence and data that can be observed and measured (Arbale & Mutisya, 2024). The deductive method is used as hypotheses based on the literature of either theoretical or empirical conceptualizations are evaluated on quantitative data (Casula et al., 2021). Explanatory, cross-sectional design is chosen, and the data could only be gathered at one point in time so that the relationships between the variables could be determined (Creswell, 2014). The methodological approach will be survey based because the research will involve the use of structured questionnaires containing close ended Likert scale statement in determining the perceptions of the participants regarding inclusive leadership, engagement, and project outcomes. This practice leads to normalization of data being sampled hence elevating generalizability. The populace under study is the individual and it shall include the project managers and team members within the construction industry in the UK. This should be done through stratified random sampling as this allows representation of the subgroups and it is projected to have 100 respondents as the minimum number to determine statistical significance. The collection of data is electronic through LinkedIn, email and social media as reminders are also sent to the non-respondent. Ethical issues are complied with and anonymity and confidentiality is guaranteed (Creswell, 2014). Data obtained is analyzed through the Statistical Package in the Social Sciences (SPSS). The steps would include data cleaning, descriptive analysis of demographics and study variables and inferential statistics of regression analysis. Mediation tests are also done to test the mediating effect of work engagement, hence coming up with systematic and valid outcomes and credible results (Saunders et al., 2019).



INSTRUMENTATION AND MEASUREMENTS

A structured questionnaire is the primary instrument for data collection, designed to capture perceptions of inclusive leadership, work engagement, and project success. The questionnaire includes sections on demographics and key variables, with items measured on a five-point Likert scale. Developed from existing literature, the questionnaire ensures relevance and reliability (Saunders et al., 2019). In the present study close ended questionnaire was applied to assess four variables on five-point Likert scale labelled from strongly disagree to strongly agree. 1= strongly disagree, 2=disagree, 3= no opinion, 4= agree, 5= strongly agree.

INCLUSIVE LEADERSHIP

We adopt items from Carmeli, Palmon and Ziv (2010). Items include, “The manager is open to hearing new ideas”, and “The manager is ready to listen to my requests”. The instrument has been used by Javed et al (2017), who reported the reliability as 0.85.

PROJECT SUCCESS

Project success measurement standard tool is not available in publish literature, and one tool which consist of previous research (Mir & Pinnington, 2014). Recently used by Aga and Vallejo (2016). The sample item is “The project was completed on time”, “The project was completed according to the budget allocated”.

WORK ENGAGEMENT

We adopt items from Schaufeli, Bakker, and Salanova's (2006) Utrecht Work Engagement Scale. Items like "I am immersed in my work" and "At my work, I feel bursting with energy" Scale has also been proven to work by Harju, Hakanen, and Schaufeli (2016). They found that UWES-9 had an internal consistency dependability of 0.95 in their study.

ETHICAL CONSIDERATIONS

In this study, ethical issues will also be carefully considered to enhance the truthfulness and accuracy of the research outcomes. Participants’ consent is sought and documented before they agree to participate in the study fully understanding the rationale behind the study, their rights and that they are making the decisions voluntarily. From the survey part, participants are given an assurance that their responses will be anonymous, and any data collected will be stored securely by the research team alone with any other party or person having no access to the participants’ data. Ethical clearance is obtained from the respective REC as a way of ascertaining that the study will conform to the laid down ethical practices and protocols. This study also uses principles outlined by the British Psychological Society to ensure that participants are respected, the study is fair and social responsibility is upheld. By doing so, ethical practices that are supported in the study reveal rights and welfare of the participants and credibility or validity of the offered research information. The ethical factors also comprise honesty when presenting the research process and outcomes so that the other scholars can validate the study. Amending all these ethical considerations in the study, it helps the study to uphold high levels of professionalism in handling the study.

IV. MODELING AND ANALYSIS

This study examines the influence of servant leadership on project success, mediated by team skills. The table presents a detailed analysis of the participants in a study investigating the influence of servant leadership on project success, with team skills serving as a mediating factor. The gender distribution indicates that 61% of respondents are male and 39% are female. Regarding qualifications, 28% hold a bachelor's degree, 20% possess a master's degree, 33% have a Master of Science, and 19% hold a Doctor of Philosophy. The age distribution indicates that 69% of respondents are between 26 and 33 years old, while 31% are aged 34 to 41 years. The predominant group of participants (41%) possesses 5-10 years of experience, succeeded by 28% with 1-5 years, 12% with 11-15 years, and 19% with 16-20 years of expertise. The demographics offer a comprehensive overview of the sample, showing diversity in gender, education, age, and professional experience, so enhancing the depth and trustworthiness of the study's investigation. The influence of servant leadership on project success, mediated by team skills.

Table 1: Descriptive Analysis



Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Female	31	31.0	31.0	31.0
Male	69	69.0	69.0	100.0
Experience				
1–3 years	23	23.0	23.0	23.0
4–6 years	47	47.0	47.0	70.0
7–9 years	13	13.0	13.0	83.0
10 years and above	17	17.0	17.0	100.0
Age				
Under 30	10	10.0	10.0	10.0
31–40	65	65.0	65.0	75.0
41–50	8	8.0	8.0	83.0
51–60	17	17.0	17.0	100.0
Qualification				
Bachelors	26	26.0	26.0	26.0
MS	40	40.0	40.0	66.0
PhD	34	34.0	34.0	100.0

REGRESSION ANALYSIS

In attempt to study the impact of the independent variable on the dependent variable, regression analysis was performed. to decide if the hypothesis of an association between any of the model variables could be true in the suggested model. To ensure that the variables have a direct relationship, we used the following statistical analysis we produced a table 2 for the Linear Regression Analysis.

Table 2: Regression analysis

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
IL → PS	.433	3.132	.557	6.639	.000
IL → W.E → PS	.970	1.347	.942	20.801	.000
W.E → PS	.962	1.341	.935	26.023	.000

a. Dependent Variable: IL



The regression analysis places imperative understanding of the direct relations between inclusive leadership (IL) and work engagement (W.E), and also between IL and PS. To begin with, the direct influence of inclusive leadership in the realm of the project success is statistically significant, holding an unstandardized value of 0.433 and having a standardized Beta of 0.557. T value of 6.639 and p value of 0.000 show that inclusive leadership significantly adds to a project successful completion. But in case of analyzing the mediating role of work engagement there is a stronger pathway observed. The predictions of work engagement through inclusive leadership are high with an unstandardized beta of 0.970 and a very high standardized Beta of 0.942 and a very significant t- value of 20.801 and a very highly significant p- value (0.000). This signifies that work engagement among employees is highly promoted through inclusive leadership. Lastly, the directly related construct, is work engagement itself; which has an immense influence on project success with the same being shown by unstandardized coefficient of 0.962 and a large standardized Beta of 0.935. The 26.023 t value which is very large and p-value of 0.000 further support the strength of this relationship. In sum, the results show that even though inclusive leadership has a direct impact on the project success, its greatest impact can be observed indirectly through its influence on approval of work engagement, which leads to successful outcomes of the project.

RELIABILITY ANALYSIS

Table 3, Shows the reliability values of the present research. All the Cronbach values lie between ** and ***. That indicates the high reliability of the data of variables. The value ranges in between .973 and .989

Table 3: Cronbach Alpha Values of Research Model

<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>No of items</i>
Inclusive leadership	.989	7
Project Success	.973	6
Work engagement	.988	6

The reliability analysis of the research model indicates that all the three variables have an excellent internal consistency as shown in the Cronbach's Alpha values. The Cronbach's Alpha of 0.989 of the Inclusive Leadership is very high and this implies that the seven measures (items) utilized to gauge or measure inclusive leadership are very consistent; hence, their ability to capture what inclusive leadership is all about. In the same vein, the results of Project Success attained Cronbach Alpha of 0.973, which indicates high reliability across the six measurement objects and which indicates that, indeed, they are highly dependent on each other and that they are considered highly correlated and consistent to the concept of project success. The Cronbach Alpha of the Work Engagement was also very high at 0.988 that is close to inclusive leadership, which indicates that there is a high degree of internal consistency in the six items when used to measure this variable. Together with these findings, it is established that all the survey tools, which have been utilized to assess inclusive leadership, project success, and work engagement are very reliable hence giving great assurance to the validity and reliability of the responses which cut across the scales.

CORRELATIONS

To determine if the variables have a significant relationship with one another, correlation analysis was performed.

Table 4: Descriptive statistics, reliability, and correlation analysis



		<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
<i>1</i>	<i>Inclusive leadership</i>	27.0200	4.82623	1			
<i>2</i>	<i>Project Success</i>	23.1700	3.75259	.557**	1		
<i>3</i>	<i>Work Engagement</i>	22.5000	3.64456	.605**	.935**	1	

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

*Correlation is significant at the 0.05 level (2-tailed).

The variables concerning leadership and workplace outcomes: Inclusive Leadership, Project Success, and Work Engagement. Here, Inclusive Leadership has a strong positive correlation with both Project Success ($r = .557^{**}$) and Work Engagement ($r = .605^{**}$), while Project Success and Work Engagement are very strongly correlated ($r = .935^{**}$). These statistics suggest a dynamic interplay where inclusive leadership significantly correlates with higher project success and work engagement, potentially indicating that such leadership styles foster more effective and engaged teams.

MEDIATION ANALYSIS

PROCESS macro was utilised as a tool to carry out the moderation analysis using SPSS-21. The bootstrapping technique, which has been used in the macro called PROCESS by Preacher and Hayes (2008), is adopted. In the given mediation approach, resamples are five thousand and the interval of confidence is 95%. It is believed that there is mediation between two variables where there is no zero, which usually points to a large indirect effect. The process of Mediation Analysis is based on Model 4. Some of the ideal mediation characteristics are as follows.

Table 5: Mediation Analysis (SL-TS-PS)

The total effect of inclusive Leadership towards Project Success					
Effect	SE	t	p	LLCI	ULCI
.4331	.0652	6.6390	.0000	.3036	.5625
The Direct effect of Inclusive Leadership towards project success					
Effect	SE	t	p	LLCI	ULCI
.0101	.0352	2.2853	.0000	.0800	.0599
The Indirect Effect of work Disengagement					
Effect	Boot SE		Boot LLCI	Boot ULCI	
.4431	.0806		.2872	.6046	

Note: Bootstrap sample size 100.

LL = Lower limit; CI = confidence interval; UL = upper limit



The mediation analysis give a clear illustration of the relationship involving inclusion leadership contribution in forthcoming performance as well as the contribution of inclusion leadership in relation to project success due to work engagement that is both direct and indirect. The overall influence of inclusive leadership on the success of the project is significant and the effect size is 0.4331 and the p-value with a high value. The confidence intervals %3036 to 0.5625 do not traverse the zero, which confirms the strength and validity of this association. This implies that inclusive leadership can be a significant factor contributing to the success of the projects as a whole. Nonetheless, on the path of direct effect, the strength of the relationship between the independent variable inclusive leadership and the dependent variable project success is low and has an effect size of 0.0101. Though this direct influence is statistically significant, a narrow confidence interval (.0800 to .0599) indicates that this direct effect is rather small after the mediator is controlled. The causal impact via work engagement is, on the other hand, substantial and significant, with the effect size of 0.4431. The fit overlapping for the bootstrapped confidence intervals (.2872 to .6046) seconds zero indicating the strength of this mediation. This shows that the work engagement is a very relevant process that helps to understand how inclusive leadership can be transformed into a project success implying that those leaders who do not just embrace their teams through engagement create the environment in which the projects can flourish.

V. DISCUSSION

The research results have contributed to an understanding of the importance of inclusive leadership in project success and the mediating role of work engagement in project success. The results of regression and mediation analyses show that inclusive leadership can directly and indirectly affect outcomes in the project, but the stronger path of explanation is the work engagement. The overall impact of inclusive leadership on project success was established to be significant, and it means that leaders that are inclusive are those who demonstrate this quality by treating diversity, participatory environment, and psychological safety as a factor that contributes to a high rate of project delivery success. Nevertheless, the mediating role of work engagement was different when it was taken into consideration, in which the findings indicated that most of the effect of inclusive leadership is indirect. This brings about the necessity of the engagement as a process that turns the practice of leadership into a project performance reality. The findings correlate with what is already known in the literature, promoting trust, collaboration, and open communication through inclusive leader-level initiatives (Kiikkil sea, 2021; Kuknor & Bhattacharya, 2022). These are some attributes that make employees feel honoured and motivated and hence enhance commitment and productivity. Inclusive leaders enable team members to be highly engaged in their work; namely, they are not only motivated but highly engaged devoted by using work engagement as the factor that explains motivation and engagement by taking a more in-depth look at the elements of work engagement, including Vigor, dedication, and absorption (Mazzetti et al., 2023). The fact that the research also revealed that work engagement has positive significant impact on the project success ($b = 0.935$, $p < 0.000$) further supports the view that engaged employees represent significant forces of performance, efficiency and innovation.

A key implication of these findings is the ongoing acceptance that technical and managerial skills are not enough to qualify as a project manager in the current dynamic and complicated world. Rather, soft leadership factors: inclusivity, empathy and listening should be evident in encouraging an environment where workers are empowered and engaged. This is in line with the Job Demands-Resources (JD-R) framework, which is an idea that the organizational support, leader feedback, etc., can positively influence the engagement of the employees, with the resulting influences in the performance (Koroglu & Ozmen, 2022). In addition, the results can be corroborated with social exchange theory according to which employees respond to an inclusive leadership practice with increased engagement, loyalty, and discretionary effort (Decuyper & Schaufeli, 2020). The discussion also throws light to the larger implications of the organization. Besides improving the outcomes at the project level, inclusive leadership also helps in the creation of strong and creative organizational cultures. Through diversity, fairness and collaboration, inclusive leaders facilitate team operations through complexities of multicultural and cross-functional work, which is becoming routine in the globalized economies (Nishii & Leroy, 2022). In this regard, inclusiveness is a leadership skill and strategic asset that allows organizations to utilize the various opinions to enhance organisational competitiveness in the long run. Along with these positive results, one should also take into consideration a significant nuance brought up in the results, which is that, whereas inclusive leadership has a direct correlation with project success, its impact is limited in contrast to its indirect involvement with engagement. The latter implies that organizations that want to get the best performance should not just invest in leadership development but they should also aim to establish engagement-driven cultures. Such practical interventions as leadership training programmes, diversity and inclusion policies and job designs aimed at providing autonomy and advancement are thus necessary. Overall, the paper reinforces the claim that inclusive



leadership plays a pivotal role in the success of projects and this is largely due to its ability to result in employee engagement. In combining the theoretical view with practical experience, it feeds into the emerging realisation that leadership performance cannot be judged simply in terms of the conventional project measures of time, cost and scope but with human focus which is the ultimate element of sustainability.

VI. CONCLUSION

The extensive literature review done in this research work examine the significant influence of active participation in leadership on project success, with work engagement as the moderator. The research discovery demonstrates that the leadership, specifically a highly inclusive form, has a highly positive impact on project performance outcomes with solid empirical evidence that work engagement acts as a mediator in the relationship. Study findings indicate that increased levels of inclusive leadership are associated with increased levels of project success mainly because of the large total effect of inclusive leadership, and the direct and indirect effects were also statistically significant. The estimated strength of total amount of inclusive leadership related to total amount of project success was detected to be significant and equal to. 4343 to a defining p-value of. The results also revealed that attitude toward the advertisements had a moderate to strong effect, with a ranging from 0. 0000 to a 0. 6789. However, the direct impact is statistically significant (. 0101), which signals that, while contributing to the studied outcomes, the major role of inclusive leadership is manifested in its capability to strengthen work engagement in teams. The mediated effect of work engagement revealed indirect effect size of. 4431 and intervals of confidence ranges from. 2872 to. Executive Sum- In this method, all the values greater than zero are added or subtracted from 6046, that is all the values that are not 0. This result substantiates the postulation on the mediated influence of work engagement in the inclusive leadership and project success. It thus supports the proposition that inclusive leadership goes beyond the effects, creating an environment in which engagement is likely to be higher and hence the likelihood of improving project results is significantly boosted. The study also underscores other related effects of inclusive leadership on the larger organization such as promoting inclusion and engagement, encouraging innovation and motivation among members and the resultant positive organizational performances. These benefits are especially important in today's complex business world, where the ability to differentiate and implement changes is so crucial to organizational success. The study demonstrates that inclusive leadership enhances project outcomes and enhances organisational climate by bringing an increase in employee participation and satisfaction. This type of leadership mobilizes the workers to achieve their optimum and be innovative; this results in effective and efficient project delivery and more importantly, organisation productivity in a healthy manner. The study results could thus form a rich resource for organizations concerned with the improvement of project management results through leadership practices. The findings of the study show that integrating inclusive leadership practices not only drive better outcomes on projects but also positively affect employees' satisfaction, commitment, and the overall well-being of organizations. Thus, this study provides significant empirical findings regarding the role of leadership and project management, which has considerable implications for leaders and managers engaged in various organizations. Lastly, based on the findings of this research, it can be concluded that work engagement partially mediates the relationship between inclusive leadership and project success. Therefore, it supports the confirmation that adopting inclusive leadership as a business model of choice is a best course of action for producing excellent outcomes in projects and creating stimulating work settings..

ACKNOWLEDGEMENTS

Data Availability: Data are available on request from the authors.

Declarations: Conflicts of interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Informed Consent: The participants provided their written informed consent to participate in this study.

VII. REFERENCES.

- [1] Aboramadan, M., & Dahleez, K. A. (2020). Leadership styles and employees' work outcomes in nonprofit organizations: the role of work engagement. *Journal of Management Development*, 39(7/8), 869-893.
- [2] Abou Samra, R. M. N. (2021). Project Complexity, Project Managers' Knowledge Creation Styles, and Project Performance. *PQDT-Global*.
- [3] Agarwal, U. A., Jain, K., Anantatmula, V., & Shankar, S. (2023). *Managing People in Projects for High Performance*. Springer.
- [4] Ahmad, M. K., Abdulhamid, A. B., Wahab, S. A., & Nazir, M. U. (2022). Impact of the project manager's transformational leadership, influenced by mediation of self-leadership and moderation of empowerment, on project success. *International Journal of Managing Projects in Business*, 15(5), 842-864.
- [5] Ahmed, R., Philbin, S. P., & Cheema, F.-e.-A. (2021). Systematic literature review of project manager's leadership competencies. *Engineering, Construction and Architectural Management*, 28(1), 1-30.



- [6] Ali, M., Zhang, L., Shah, S. J., Khan, S., & Shah, A. M. (2020). Impact of humble leadership on project success: the mediating role of psychological empowerment and innovative work behavior. *Leadership & Organization Development Journal*, 41(3), 349-367.
- [7] Alizadeh, A. (2022). *Measuring Mediating the Effect of Trust on Relationship Between Perceived Corporate Social Responsibility and Work Engagement*
- [8] Arbale, H., & Mutisya, D. N. (2024). Book Review: "Research Methods for Business Students" by Mark NK Saunders, Philip Lewis, and Adrian Thornhill (Pearson Education, 2019). *African Quarterly Social Science Review*, 1(2), 8-21.
- [9] Armani, A. B., Petrini, M., & Santos, A. C. (2020). What are the attributes of sustainable leadership? *Revista Brasileira de Gestão de Negócios*, 22, 820-835.
- [10] Aryani, F., Wirawan, H., Saman, A., Samad, S., & Jufri, M. (2021). From high school to workplace: investigating the effects of soft skills on career engagement through the role of psychological capital in different age groups. *Education+ Training*, 63(9), 1326-1345.
- [11] Astuti, A. K., Hardiyanto, P., & Putra, A. S. B. (2023). Perceived Organizational Support as a moderating variable on influence Well-being towards Work Engagement. *International Journal of Economics (IJE)*, 2(2), 739-746.
- [12] Banu, S. R., Farzana, M. S., Siddiq, I., Sameena, M. S., Prasad, M. C. R., Poongavanam, S., Fastina, M. M., & Kaavya, M. INFLUENCE OF EMPLOYEE ENGAGEMENT FACTORS ON PERFORMANCE MANAGEMENT.
- [13] Bao, Y., Han, P., Liao, S., & Liao, J. (2021). The effects of leader-subordinate power distance orientation congruence on employees' taking charge behaviors in China: a moderated mediation model. *Leadership & Organization Development Journal*, 42(3), 370-395.
- [14] BATAINEH, M. S. E. (2020). HIGH-INVOLVEMENT HUMAN RESOURCE PRACTICES, INCLUSIVE LEADERSHIP AND ADAPTIVE PERFORMANCE AMONG HEAD NURSES OF PRIVATE HOSPITALS IN JORDAN.
- [15] Bojovic, I., & Jovanovic, S. S. (2020). Transformational leadership and psychological needs of employees. *Technium Soc. Sci. J.*, 7, 226.
- [16] Boumpouri, M. (2023). *The relationship between inclusive leadership and employee creativity mediated by employee job crafting and moderated by mental toughness*
- [17] Bukhari, I. (2021). *Impact of Inclusive Leadership on Project Innovation: Mediating Role of Psychology Safety and Moderating Role of Organization Culture* CAPITAL UNIVERSITY].
- [18] Casula, M., Rangarajan, N., & Shields, P. (2021). The potential of working hypotheses for deductive exploratory research. *Quality & Quantity*, 55(5), 1703-1725.
- [19] Cencki, A. T., Bircan, T., & Zimmerman, J. (2021). Inclusive leadership and work engagement: the mediating role of procedural justice. *Management Research Review*, 44(1), 158-180.
- [20] Chagadama, J. (2022). *Small construction business owners' strategies to reduce voluntary employee turnover* Walden University].
- [21] Choi, H.-J. (2021). Effect of chief executive officer's sustainable leadership styles on organization members' psychological well-being and organizational citizenship behavior. *Sustainability*, 13(24), 13676.
- [22] Choudhury, S., Mohapatra, A. D., & Mohanty, M. K. (2021). Factors predicting employee engagement in Indian manufacturing sector. *International Journal of Services and Operations Management*, 38(1), 92-109.
- [23] Chung, B. G., Dean, M. A., & Ehrhart, K. H. (2021). Inclusion values, practices and intellectual capital predicting organizational outcomes. *Personnel Review*, 50(2), 709-730.
- [24] Corbeanu, A., & Iliescu, D. (2023). The link between work engagement and job performance. *Journal of Personnel Psychology*.
- [25] Cox, T. (2022). INCLUSIVE LEADERSHIP. *Leadership: Leaders, Followers, and Context*, 99.
- [26] Decuyper, A., & Schaufeli, W. (2020). Leadership and work engagement: Exploring explanatory mechanisms. *German Journal of Human Resource Management*, 34(1), 69-95.
- [27] Dinh, J. V., Reyes, D. L., Kayga, L., Lindgren, C., Feitosa, J., & Salas, E. (2021). Developing team trust: Leader insights for virtual settings. *Organizational Dynamics*, 50(1), 100846.
- [28] Ekmekcioglu, E. B., Nabawanuka, H., Mohammed Alhassan, Y., Akparep, J. Y., & Ergenç, C. (2023). Exploring the role of climate for conflict management and high involvement work practices as moderators in the workplace bullying and work-related depression link. *International Journal of Conflict Management*.
- [29] Faridullah, S. (2024). Factors influencing employee engagement in Indian IT Firms: A systematic review of existing literature with reference to prominent employee engagement theory and models. *Educational Administration: Theory and Practice*, 30(4), 446-468.
- [30] Farler, D. W. (2021). *Preferred Leadership Style of Project Managers in the Oil, Gas, Chemical, and Energy Sectors* Tiffin University].
- [31] Faulks, B., Song, Y., Waiganjo, M., Obrenovic, B., & Godinic, D. (2021). Impact of empowering leadership, innovative work, and organizational learning readiness on sustainable economic performance: an empirical study of companies in Russia during the COVID-19 pandemic. *Sustainability*, 13(22), 12465.
- [32] Fjermedal, B. N. (2020). *Employee participation in the workplace: The effects of inclusive leadership and team psychological safety*
- [33] Foley, K. O. (2022). *Inclusion from Afar: The Impact of Virtual Work on the Effects of Inclusive Leadership* The George Washington University].
- [34] Ford, R. C., Newman, S. A., & Ford, L. R. (2023). Giving to get loyalty: How organizations signal their loyalty to employees. *Organizational Dynamics*, 52(1), 100956.
- [35] Gajdzińska, J. M. (2021). The Impact Of Inclusive Leadership On Turnover Intentions Of Ethnic Workforce: A Systematic Review Of The Literature.
- [36] Garg, N., & Singh, P. (2020). Work engagement as a mediator between subjective well-being and work-and-health outcomes. *Management Research Review*, 43(6), 735-752.
- [37] Gavya, V., & Subashini, R. (2024). The Role of Leadership Styles in Fostering Organizational Commitment Among Nurses. *SAGE Open*, 14(2), 21582440241242531.
- [38] Gim, G. C., Ooi, S. K., Teoh, S. T., Lim, H. L., & Yeap, J. A. (2022). Green human resource management, leader-member exchange, core self-evaluations and work engagement: the mediating role of human resource management performance attributions. *International Journal of Manpower*, 43(3), 682-700.
- [39] Gomezel, A. S., & Aleksić, D. (2020). The relationships between technological turbulence, flow experience, innovation performance and small firm growth. *Journal of Business Economics and Management*, 21(3), 760-782.
- [40] Guo, Y., Zhu, Y., & Zhang, L. (2022). Inclusive leadership, leader identification and employee voice behavior: The moderating role of power distance. *Current Psychology*, 41(3), 1301-1310.
- [41] Hassan, S., & Jiang, Z. (2021). Facilitating learning to improve performance of law enforcement workgroups: The role of inclusive leadership behavior. *International Public Management Journal*, 24(1), 106-130.



- [42] Hough, M. N. (2022). *Investigating the influence of leadership styles on work stress, job satisfaction and work engagement of health care professionals within the Khomas region, Namibia* University of Namibia].
- [43] Hulshof, I. L., Demerouti, E., & Le Blanc, P. M. (2020). Day-level job crafting and service-oriented task performance: The mediating role of meaningful work and work engagement. *Career Development International*, 25(4), 355-371.
- [44] Janjua, J. N. (2020). *Impact of Transformational Leadership on Project Success by Considering Job Satisfaction as a Mediator and Uncertainty Avoidance as Moderator* CAPITAL UNIVERSITY].
- [45] Javali, G. R., & BK, D. M. Role of Inclusive Leadership Behavior (Ilb) in Promoting Organizational Performance—a Systematic Review. *Available at SSRN 4513023*.
- [46] Javed, B., Fatima, T., Khan, A. K., & Bashir, S. (2021). Impact of inclusive leadership on innovative work behavior: the role of creative self-efficacy. *The Journal of Creative Behavior*, 55(3), 769-782.
- [47] Javed, B., Khan, A. K., & Quratulain, S. (2021). Inclusive leadership and innovative work behavior: examination of LMX perspective in small capitalized textile firms. In *Leadership and Supervision* (pp. 103-121). Routledge.
- [48] Khan, A., Waris, M., Panigrahi, S., Sajid, M. R., & Rana, F. (2021). Improving the performance of public sector infrastructure projects: Role of project governance and stakeholder management. *Journal of Management in Engineering*, 37(2), 04020112.
- [49] Khan, J., Jaafar, M., Javed, B., Mubarak, N., & Saudagar, T. (2020). Does inclusive leadership affect project success? The mediating role of perceived psychological empowerment and psychological safety. *International Journal of Managing Projects in Business*, 13(5), 1077-1096.
- [50] Kibugi, K. K., & Muchelule, Y. (2021). INFLUENCE OF INTERNAL MANAGEMENT COMPETENCIES ON PERFORMANCE OF COMMERCIAL HOUSING PROJECTS IN KIAMBU COUNTY, KENYA. *Journal of Entrepreneurship and Project Management*, 6(1), 1-23.
- [51] Kiikkilä, O. (2021). Characteristics of inclusive leadership and differences in awareness and attitudes.
- [52] Kluger, A. N., & Itzhakov, G. (2022). The power of listening at work. *Annual Review of Organizational Psychology and Organizational Behavior*, 9, 121-146.
- [53] Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands–resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124-144.
- [54] Koutny, N., & Chatziadam, P. (2023). Creating a safe workplace: Leadership and Psychological Safety. In.
- [55] Kuknor, S. C., & Bhattacharya, S. (2022). Inclusive leadership: new age leadership to foster organizational inclusion. *European Journal of Training and Development*, 46(9), 771-797.
- [56] Lamprou, A., & Vagiona, D. G. (2022). Identification and evaluation of success criteria and critical success factors in project success. *Global Journal of Flexible Systems Management*, 23(2), 237-253.
- [57] Lanier, D. A. (2021). *Exploring Academic Leadership in Higher Education through the Lens of Leader-to-Member Exchange (LMX) Theory* Nova Southeastern University].
- [58] Legran, I. A. (2020). *An investigation of the mediating effect of work engagement between communicative leadership and innovation culture: A cross-sectional study of a Norwegian financial organisation* NTNU].
- [59] Levy, L. (2020). The relationship between authentic leadership in project managers and project success.
- [60] Mahdzir, M. N., & Ghani, R. A. (2022). The Impact of Positive Leadership Styles on Organisational Innovative Behaviour: A Thematic Review. *NeuroQuantology*, 20(8), 1320.
- [61] MANUATI DEWI, I., Ayu, G., RIANA, I. G., SUPARNA, G., & SURYA, I. B. K. (2023). The Role of Authentic Leadership in Fostering Work Engagement and Innovative Behavior in The Creative Industry. *Quality-Access to Success*, 24(197).
- [62] Marnewick, C. (2023). Student experiences of project-based learning in agile project management education. *Project leadership and society*, 4, 100096.
- [63] Marri, M. Y. K., Azeem, M., & Nadeem, S. (2021). The effect of inclusive leadership on project success: the mediating role of psychological safety and job meaningfulness. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(1), 4300-4325.
- [64] Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. B. (2023). Work engagement: A meta-analysis using the job demands-resources model. *Psychological reports*, 126(3), 1069-1107.
- [65] Mehrad, A., Fernández-Castro, J., & de Olmedo, M. P. G. G. (2020). A systematic review of leadership styles, work engagement and organizational support. *International Journal of Research in Business and Social Science* (2147-4478), 9(4), 66-77.
- [66] Mhande, W. S. (2022). *The Role of Leadership and Communication in Employee Well-Being in Bukombe District Secondary Schools* The Open University of Tanzania].
- [67] Mohajan, H. K. (2020). Quantitative research: A successful investigation in natural and social sciences. *Journal of Economic Development, Environment and People*, 9(4), 50-79.
- [68] Moloi, T. P. G. (2022). *The role of leadership styles in promoting connectedness and inclusivity in a diverse workplace* University of Johannesburg].
- [69] Muhammad, K. H., Suliman, A. E. T., Mazen, S., & Abu-Naser, S. S. (2020). Creative behavior and impact on achieving lean strategy in organizations.
- [70] Murnak, R., & Kirsner, N. (2023). *Positive Psychology for Music Professionals: Character Strengths*. CRC Press.
- [71] Musi, K. (2020). *Job insecurity and work engagement of staff in higher education: the role of job crafting* North-West University (South Africa)].
- [72] Nawaz, A., Soomro, S. A., & MANSOOR KUNDI, Y. (2023). Linking engagement for innovation with innovative performance: the role of discretionary efforts and knowledge-sharing behaviour. *International Journal of Innovation Management*, 27(06), 2350027.
- [73] Nawaz, M. J., & Qayyum, A. (2022). The Impact Of Inclusive Leadership On Project Success: Mediating Role Of Employee Engagement And Moderating Role Of Leader Self-Sacrifice. *Journal of Positive School Psychology*, 6(11), 2577-2602.
- [74] Nishii, L. H., & Leroy, H. (2022). A multi-level framework of inclusive leadership in organizations. In (Vol. 47, pp. 683-722): Sage Publications Sage CA: Los Angeles, CA.
- [75] O'Reilly, C. A., & Chatman, J. A. (2020). Transformational leader or narcissist? How grandiose narcissists can create and destroy organizations and institutions. *California Management Review*, 62(3), 5-27.
- [76] Ogunleye, M. T. (2020). *Relationship between Employee Engagement, Job Satisfaction, Career Satisfaction, Turnover Intention and Organizational Commitment amongst Professional Engineers Employees* Northcentral University].
- [77] Ojo, S., & Alli, O. M. (2024). Influence of Talent Management and Organisational Performance on Employee Retention among First Bank Employees in Osogbo, Osun State. *Quest Journal of Management and Social Sciences*, 6(1), 15-32.



- [78] Opolot, J. S., & Maket, L. (2020). Psychological contract, employee engagement and employee performance. *International Journal of Academic Research in Business and Social Sciences*, 10(11), 886-903.
- [79] Pinto, J. K., Davis, K., Ika, L. A., Jugdev, K., & Zwikael, O. (2022). Coming to terms with project success: Current perspectives and future challenges. *International Journal of Project Management*, 40(7), 831-834.
- [80] Rafiq, M., Farrukh, M., Attiq, S., Shahzad, F., & Khan, I. (2023). Linking job crafting, innovation performance, and career satisfaction: The mediating role of work engagement. *Work*, 75(3), 877-886.
- [81] Rasheed, M. A., Hookmani, A. A., Waleed, S., Fatima, H. S., Siddiqui, S., Khurram, M., & Hasan, B. S. (2021). Implementation and evaluation of a social media-Based communication strategy to enhance employee engagement: experiences from a Children's Hospital, Pakistan. *Frontiers in public health*, 9, 584179.
- [82] Ribeiro, N., Gomes, D., Oliveira, A. R., & Dias Semedo, A. S. (2023). The impact of the work-family conflict on employee engagement, performance, and turnover intention. *International Journal of Organizational Analysis*, 31(2), 533-549.
- [83] Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- [84] Roberson, Q., & Perry, J. L. (2022). Inclusive leadership in thought and action: A thematic analysis. *Group & Organization Management*, 47(4), 755-778.
- [85] Rodriguez, J. L. (2018). Inclusive leadership and employee engagement: the moderating effect of psychological diversity climate.
- [86] Satpute, S. (2022). Hybrid project management and project success.
- [87] Schultz, J. (2021). The relevance of project management leadership skills in failed or underperforming projects.
- [88] SEFERİNOĞLU, H., & KAHVECİ, G. (2021). THE ROLE OF SCHOOL ADMINISTRATORS' DELEGATION LEVELS OF AUTHORITY ON TEACHERS' BEHAVIORS OF WORK ENGAGEMENT. *International Journal of Eurasian Education and Culture*, 6(13), 1428-1472.
- [89] Shafi, M., Lei, Z., Song, X., & Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), 166-176.
- [90] Shahid, S. (2023). Impact of Inclusive leadership on Project Success with Mediating Role of Work Engagement and Moderating Role of Person-Job Fit. *Jinnah Business Review*, 11(1).
- [91] Sharma, V., Poulse, J., & Maheshkar, C. (2022). Leadership styles in higher educational institutions in India—"A need for paradigm shift!". In *Role of Leaders in Managing Higher Education* (Vol. 48, pp. 59-81). Emerald Publishing Limited.
- [92] Shaukat, M. B., Latif, K. F., Sajjad, A., & Eweje, G. (2022). Revisiting the relationship between sustainable project management and project success: The moderating role of stakeholder engagement and team building. *Sustainable Development*, 30(1), 58-75.
- [93] Shettigar, R., & Shiva Shankar, K. Impact of employee engagement on organisational effectiveness: An empirical study. *Turkish Journal of Physiotherapy and Rehabilitation*, 32(2).
- [94] Shore, L. M., & Chung, B. G. (2022). Inclusive leadership: How leaders sustain or discourage work group inclusion. *Group & Organization Management*, 47(4), 723-754.
- [95] Smith, C. E., Lee, S., Brooks, M. E., Barratt, C. L., & Yang, H. (2023). Working and working out: Decision-making inputs connect daily work demands to physical exercise. *Journal of Occupational Health Psychology*, 28(3), 160.
- [96] Storey, F.-N. (2020). *The influence of employee engagement on the retention of support staff employees in the federal government: A systematic review of strategies that lead to employee engagement* University of Maryland Global Campus].
- [97] Super, J. F. (2020). Building innovative teams: Leadership strategies across the various stages of team development. *Business Horizons*, 63(4), 553-563.
- [98] Tiwari, P., & Bhardwaj, R. (2022). Organizational Changes and Leadership Suitability: A Study of Institutional Diversity in Educational Institutions. *Promoting Inclusivity and Diversity Through Internet of Things in Organizational Settings*, 107-127.
- [99] Turner, P., & Turner, P. (2020). What Is Employee Engagement? *Employee Engagement in Contemporary Organizations: Maintaining High Productivity and Sustained Competitiveness*, 27-56.
- [100] Uluturk, B., Yilmaz Altuntas, E., & Hürmeriç, P. (2024). Authentic Leadership, Motivating Language, Psychological Empowerment, and Work Engagement: A Serial Mediation Model. *International Journal of Business Communication*, 23294884231223521.
- [101] Vakira, E., Shereni, N. C., Ncube, C. M., & Ndlovu, N. (2023). The effect of inclusive leadership on employee engagement, mediated by psychological safety in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 6(2), 819-834.
- [102] Vasung, L., Xu, J., Abaci-Turk, E., Zhou, C., Holland, E., Barth, W. H., Barnewolt, C., Connolly, S., Estroff, J., & Golland, P. (2023). Cross-Sectional Observational Study of Typical in utero Fetal Movements Using Machine Learning. *Developmental neuroscience*, 45(3), 105-114.
- [103] Vyas, R. M. B. (2023). Employee engagement: The key to improving performance. *The journal of contemporary issues in business and government*, 29(1), 277-285.
- [104] Waseem, M., Iqbal, S., & Khan, K. (2023). Effect of humble leadership on project success: the mediating role of team engagement and the moderating role of organizational culture. *Journal of Facilities Management*.
- [105] Welbeck, D. N. O., Amponsah-Bediako, K., Dorhetso, S. N., Aazagreyir, P., & Yeboah, J. N. O. (2024). The Impact of Stress Management on Job Performance: The Mediating Role of Transformational Leadership.
- [106] Widarko, A., & Anwarodin, M. K. (2022). Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as mediating variable. *Golden Ratio of Human Resource Management*, 2(2), 123-138.
- [107] Wirotama, W. S. (2022). The Role of Employee Engagement in the Effect of Leader-member Exchange on Organizational Commitment: a Study From Indonesia. *Journal of Human Resource Management*, 25(2), 30-46.
- [108] Wright, D. *Alignment, project management methodology and organisational maturity in information technology project management* RMIT University].
- [109] Xiong, L. (2023). It takes a village: examining how and when brand-specific transformational leadership affects employees in internal brand management. *Journal of Brand Management*, 30(4), 333-346.
- [110] Yousaf, M., Khan, M. M., Ellahi, A., & Paracha, A. T. (2022). A Moderated Mediating Model of Inclusive Leadership on Workgroup Inclusion Among Healthcare Employees. *Central European Management Journal*, 30(4), 359-369.
- [111] Yunpeng, G., & Zaman, U. (2023). Exploring mega-construction project success in China's vaunted Belt and Road Initiative: the role of paternalistic leadership, team members' voice and team resilience. *Engineering, Construction and Architectural Management*.
- [112] Zada, M., Khan, J., Saeed, I., & Zada, S. (2024). Empowering Sustainability: Unveiling the Crucial Role of Psychological Safety in Project Effectiveness through Sustainable Project Management Practices. *Research*.





- [113] ZULKIFLI, N. E. F. B. THE RELATIONSHIP BETWEEN WORK LIFE BALANCE, WORK MOTIVATION AND EMPLOYEE ENGAGEMENT TOWARDS JOB SATISFACTION: A STUDY AMONG AVIATION WORKERS IN MALAYSIA.

