

INCLUSIVE LEADERSHIP AND TASK COMPLEXITY: CATALYSTS FOR KNOWLEDGE SHARING BEHAVIOR IN ISLAMIC BANKS OF PAKISTAN

By

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ABSTRACT

Thesis Title: Inclusive Leadership and Task Complexity: Catalysts for Knowledge sharing behavior in Islamic banks of Pakistan.

Inclusive leadership is increasingly recognized as pivotal for organizational success, particularly within knowledge intensive sectors such as Islamic banking. The purpose of this study is to examine how inclusive leadership has an impact on knowledge-sharing behavior among workers in Islamic banks in Pakistan, with the mediation of organizational commitment and moderation of task complexity by applying social exchange theory. Social exchange theory suggests that employees who are engaged want to get mutual benefits. Data was collected through questionnaire by using convenience sampling method having sample size of 373 employees from Islamic banks of Pakistan. SPSS and Smart PLS was used for analysis. All proposed hypothesis were supported which confirms the significant positive impact of Inclusive leadership on knowledge sharing behavior with mediation of organizational commitment and moderation of task complexity. Furthermore, current studies also found that task complexity moderates the relationship between inclusive leadership and organizational commitment. It was found that in highly complex tasks, if there is more support from the leader and the bond between leader and team member is stronger, the commitment of employees will be enhanced and consequently, they will share their skills and expertise with others. The findings suggest that Islamic banks should promote inclusive leadership styles by using social exchange theory to improve organizational commitment and create a knowledge-sharing culture in Islamic banks of Pakistan.

Keywords: Inclusive Leadership, Knowledge Sharing Behaviors, Organizational Commitment, Task Complexity, Islamic Banks and Pakistan.

TABLE OF CONTENTS

CHAPTER 1	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Rationale of the Study	6
1.3 Problem Statement.....	12
1.4 Research Questions.....	12
1.5 Research Objectives	13
1.6 Significance of Study.....	14
1.6.1 Theoretical Significance	14
1.6.2 Practical Significance.....	16
CHAPTER 2	20
LITERATURE REVIEW.....	20
2.1 Theoretical Underpinning – Social Exchange Theory	20
2.2 Knowledge Sharing Behaviour.....	24
2.3 Inclusive Leadership.....	28
2.4 Organizational Commitment	30
2.5 Task Complexity.....	31
2.6 Hypothesis Development.....	33
2.6.1 Relationship of Inclusive Leadership and Knowledge Sharing Behavior	33
2.6.2 Relationship of Inclusive Leadership and Organizational Commitment	35
2.6.3 Relationship of Organizational Commitment and KSB.....	39
2.6.4 Mediation Effect of Organizational Commitment	42
2.6.5 Moderation Effect of Task Complexity	46
2.7 Model of the Study	50
CHAPTER 3	51
RESEARCH METHODOLOGY	51
3.1 Introduction	51
3.2 Research Paradigm and Philosophy	51
3.2.1 Research Design.....	51
3.2.2 Time Horizon	52
3.3 Operational Definitions	52

3.3.1 Organizational Commitment.....	52
3.3.2 Inclusive Leadership	52
3.3.3 Knowledge Sharing Behavior	53
3.3.4 Task Complexity	53
3.4 Population.....	53
3.5 Unit of Analysis.....	54
3.6 Determination of Sample Size.....	55
3.7 Sample and Sample Technique.....	56
3.7.1 Rationale	56
3.7.2 Population	56
3.7.3 Sample Size.....	56
3.8 Data Collection	57
3.9 Data Analysis.....	57
3.10 Instrumentation.....	57
3.10.1 Inclusive Leadership	57
3.10.2 Task Complexity	57
3.10.3 Knowledge Sharing Behavior	58
3.10.4 Organizational Commitment.....	58
CHAPTER 4	59
RESULTS.....	59
4.1 Demographic Results.....	59
4.2 Descriptive Statistics	61
4.3 Measurement Model	63
4.4 Factor Loading.....	64
4.5 Construct Reliability and Validity	65
4.6 Discriminant Validity	66
4.7 Collinearity Statistics (VIF).....	67
4.8 Model Fit	68
4.9 R Square	69
4.10 F Square.....	70
4.11 Structural Model	70
4.12 Path Analysis	71

4.13 Mediation Analysis.....	71
4.14 Moderation Analysis.....	72
4.15 Summary of Results.....	73
CHAPTER 5	74
DISCUSSION	74
5.1 Discussion.....	74
5.2 Theoretical Implications	79
5.3 Practical Implications	80
5.4 Limitations	81
5.5 Future Research	82
5.6 Conclusion	83
REFERENCES	86
APPENDIX I	113

List of Tables

Table 4.1: Demographic Table	59
Table 4.2: Descriptive Statistics	61
Table 4.4: Factor Loading.....	64
Table 4.5: Construct Reliability and Validity	65
Table 4.6: Heterotrait-Monotrait Ratio (HTMT) - Matrix.....	66
Table 4.7: Collinearity statistics (VIF): Collinearity statistics (VIF)	66
Table 4.8: Model Fit	68
Table 4.9: R Square.....	69
Table 4.10: F Square	70
Table 4.12: Path Analysis	71
Table 4.13: Mediation Analysis.....	71
Table 4.14: Moderation Analysis.....	72
Table 4.15: Summary of Results.....	73

List of Figures

Figure 2.7: Theoretical Model	50
Figure 4.3: Measurement Model.....	63
Figure 4.11: Structural Model.....	70
Figure 4.14: Moderation Graph	72

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Knowledge utilization drives the global economy (Iyelolu et al., 2024). In today's fast paced business environment, knowledge sharing is increasingly becoming a decisive factor in an organization's performance and a catalyst for change (Sulaeman et al., 2023). Effective knowledge sharing and utilization inside an organization not only improves decision-making processes but also promotes innovation, competitive advantage, and a culture of continual improvement (Nimran et al., 2024). Workers who are willingly sharing their knowledge with others then they are capable to resolve the issues with alternative solutions which are useful for the growth and success.

In organizations, team members have strong coordination by sharing their expertise with others, allowing workers to influence with their visions and goals (Nguyen et al., 2024). When team members have strong connections with each other then it not only effects the environment of the workplace but improve their performance, learning, skills and expertise which lead them to grow in the market. Satisfaction level and commitment with the company increases by sharing the information if team member feel special and their contributions get acknowledged by the organization (Modise and J. M., 2023).

Banking is a vital sector of economic growth, especially in emerging countries like Pakistan (Iqbal et al., 2023). In case of banking, especially Islamic banking, which is necessary and they have strong believed in risk sharing, fairness, justice while performing financial activities with decent and ethical. Now a day, companies are in pressure to follow rule and

regulations, they also need to be updated, meet the customer expectations so that they can compete in the market (Joel and Oguanobi, 2024). Information sharing is critical for uprising, growth, to improve customer experience, in order to get competitive edge (Alkhawaldeh et al., 2024).

Knowledge sharing behavior refers to the manner and extent of information sharing inside an organization (Nezafati et al., 2023). The workforce determines an organization's effectiveness (Jiang et al., 2024). Given the aggressive competitiveness and variability of the banking sector, this is especially true. Therefore, it is essential that financial institutions use organizational practices including mentorship and information sharing behavior in order to assist them create and preserve their current knowledge capital and raise employee performance in the process (Afolayan and Babalola, 2020). In the contemporary business landscape, organizations continue to prioritize modern work processes, satisfying services, and advanced products as their strategic goals (Ausat et al., 2022). These priorities are essential to address new challenges stemming from global competition, changing consumer demands, and evolving market conditions (Ostrom et al., 2021). It is widely recognized that businesses must maintain a continuous focus on revolution to remain profitable and sustainable over the elongated tenure (Ausat et al., 2022).

The current business climate is changing quickly, which presents problems for the banking industry and jeopardizes their long-term viability (Ewim, 2023). Knowledge transfer aids businesses in creating a new knowledge base, which boosts creative endeavors (Al-Ahmad and Easa, 2021). Credible personnel and accountable executives are vital resources for companies (Rehman et al., 2021). On the flip side, knowledge sharing arises when employees

influence each other to align their individual motivations, a phenomenon referred to as straight impact (Wynen et al., 2025).

Banks and other financial institutions are now seen to be essential forces behind transformation. To thrive in the rapidly evolving 21st century landscape, these administrations need to accept knowledge management system (Mehdiabadi et al., 2020). The banking industry is essential to a country's economic well-being and has been referred to as the foundation for any economy's expansion and advancement. Commercial banks support a country's economy by encouraging formation of business, facilitating commerce, and providing funds to different kinds of businesses (Alhawamdeh et al., 2024). The banks within the nation should recognize information as a recognized component of creation that can be utilized by other members, especially considering that banks have become more information demanding compared to other firms (Murinde et al., 2022). It depends on a lot of things happening behind the scenes at the bank (Schockaert et al., 2020). Pakistani banking positions have evolved in recent years, with workers becoming more inclined to network and impart expertise to their peers (Malik et al., 2022).

Inclusive leadership is described by leaders engaging with admirers in a manner that is open, accessible, and readily available (Carmeli et al., 2010). By comparing inclusive leadership with supplementary guidance philosophies, it becomes obvious that inclusive leadership retains a distinctive approach to identification, gratitude, fitting, and inclusivity (Randel et al., 2018). Since inclusive leadership encourages all team mates to contribute in policy and procedure making, it has been shown to be the most beneficial strategy (Yasin et al., 2023). One of the main characteristics of inclusive leadership is the capacity to comprehend people and to tolerate a range of attitudes and ensuing behaviors (Carmeli et al., 2010).

The felt need, obligation, and desire to stay a member of an organization can be characterized as organizational commitment (Hadi et al., 2020). When their leaders are approachable, empathetic, and responsive to their needs, people are more driven and effective (Ly, 2023). Emotional organizational commitment has been shown to positively correlate with both individual and structural results which make an impact, such as attendance, presentation, health and well-being, and organizational citizenship performances (Van and M., 2020).

Task complexity may be defined as the unique characteristics of a work that need a wide range of expertise to accomplish (Jung et al., 2020). In the context of creativity of the employees, the connection between inclusiveness of the leadership and the job complexity is even more crucial. The extent of interesting and challenging requirements connected with an activity is called task complexity. The continued learning and frontal lobe stimulation are a psychological experience that entails aspects of a challenge along with the enriched stimulation (Frazier et al., 2022). It depends on a person's performance and former participation with the assignment. Each and every task its own policy and procedures and every job has some protocols to complete (Afsar et al., 2020). Job complexity has its own mood such as inspiration, motivation, compassion and dedication (Jain et al., 2020).

In what way inclusive leadership bring into line through Sustainable Development goal 08 (Decent Work and Economic Growth) and 10 (Decrease Inequalities), this study examines just in what way inclusive leadership touches information sharing culture in Pakistani Islamic banks of Pakistan. On the issue of making the degree of pride and motivation of every employee, it also concerns about the type of culture which is derived from leaders who are assiduous in explaining their inclusiveness that escalates organizational commitment as well as encourages exchange of productive information in an organization. The purpose of this

study is to show in what way inclusive leadership and procedures motivate staff to engage in order to enhance their novelty, efficiency for the productivity of the organization. In order to engender a supplementary miscellaneous and unbiased workplace that reimbursements mutually persons besides the business and workplace, the current study also show in what way inclusive leader remove discrepancies and biasness. For supportable procedures, in the banking sector and progress of the economy, and remove biasness, inclusive leadership style is critical and vital.

In the region of Pakistan, especially Islamic banks are more popular due to their shariah compliant policies and procedure but also, they are the alternative of conventional banking by offering Islamic product line which are according to Islam. Among this developing and evolving monetary land, this concept is a key to success which is also justifiable (Fasnacht and D., 2020). Worldwide banks and the banks in Pakistan especially Islamic banks need to be strong in knowledge exchange system. The main agenda of Islamic finance spots the requirement for well-organized information exchange system. Moreover, staff members also have a grip on moral banking policy and procedures and particular expertise (Tuqan et al., 2024). Islamic banks have to follow the rule and regulations, raise in operational efficacy, and improvement in customer experience by adopting shariah rule and regulations in order to follow the Islamic banking rules and develop a culture of information sharing in work place (Nurdin et al., 2020). This procedure is mandatory in order to compete with the conventional banking system which are established from the last many decades in the country by offering shariah compliant products to the customers (Abasimel and N. A., 2023).

The current study explores how inclusive leadership makes an impact on knowledge sharing behavior, with mediation of commitment with the organization and moderation of task complexity.

1.2 Rationale of the Study

The research proposition of identifying the relationship between inclusive leadership and knowledge-sharing behavior among the Islamic banks in Pakistan that is enunciated below is premised on the following fundamental considerations:

Islamic banks, mainly those in the finance sector, rely on originality to flourish besides explain to shifting buyer's want. They must be viable in the rapidly expanding commercial environment of today and compliant with legal requirements. The State Bank of Pakistan's report of March 2025 shows Islamic banking possessions and credits have a market portion of 21.10% and 25.04%, respectively.

The link between the knowledge sharing behavior of the employees and the comprehensive leadership dimension of Islamic banks must be taken into consideration in order to examine the relationship between comprehensive leadership and knowledge sharing behavior, which is an activity in the specific Islamic banking context with distinct cultural and organizational features. Accordingly, leadership and information sharing are closely related (Haider et al., 2022). An inclusive leader offers team members through access to the organization's idea, fostering motivation and commitment, leading to increased knowledge sharing and reciprocal behaviors (Lee, 2022). The employees experience, non-defensive behavior, a higher sense of self-identity, and self-worth when they are provided direct access, which is a feature of accessibility of inclusive leadership (Emmanuel, 2020). Inclusive leadership is gaining recognition for its critical role in organizational success, particularly in

the diverse finance sector, as it fosters cooperation and swift change response (Bataineh et al., 2022).

Employees must demonstrate increased degrees of problem-solving, and adaptability when doing difficult tasks. A complicated task is one that calls for complex and cognitively taxing talents (Christensen et al., 2020). High task complexity also encourages people to pursue efficient task performance solutions (Jung et al., 2020). It enables the customization of leadership methods to various operational tasks, guaranteeing that tactics are successful and pertinent to the given situation. With the complexity of the tasks that employees must do in mind, Islamic banks can alter their leadership strategies and support structures to encourage creativeness (Suhandiah et al., 2023).

One important measure of worker commitment and engagement is organizational commitment (Rameshkumar, 2020). When an individual has organizational commitment, they embrace and internalize the organization's aims and ethics, experience a wisdom of loyalty to the association, and actively participate in it (Mwesigwa et al., 2020). Understanding the intermediate function in inclusive leadership is essential for emerging organizational procedures and strategies that indorse commitment and information sharing.

Knowledge sharing includes how willing members of the team are to share with others as well as how they feel about it (Haider et al., 2022). Knowledge exchange is essential to all three of the banking aspects: of cost, productivity improvement, making right decisions, and accepting changes. Inclusive leadership enhances knowledge sharing behavior within banks by valuing and encouraging diverse perspectives, making it crucial to develop effective tactics for skill exchange. These leaders aim to convey to their staff that their voices and thoughts are highly valued and encouraged (Roberson et al., 2022). Employees who actively share

knowledge not only contribute to their own knowledge acquisition but also generate more new thoughts, providing them with greater opportunities for personal and professional growth (Jung et al., 2020).

Role modelling explains how inclusive leadership and knowledge sharing are related. Leaders hold a crucial role in role modeling due to their authority and place within the organizational hierarchy (Schoonus, 2018). This expertise can assist Islamic banks in coming up with plans to improve knowledge-sharing actions and substitute improvement inside the company.

Using the gaps identified in the literature on inclusive leadership and behavior knowledge sharing as the basis, this study is intended to fill some contextual and theoretical gaps associated with this trend. Leadership is so substantial component as the organizational phenomenon and its effects, in shaping behaviors in addition approaches of groups are long lasting and durable (Nedelko and Potocan, 2021). Thus, leaders have a significant role in shaping the work that is done inside the organization. They not only enhance and support employees but also guide them in moving away from traditional methods, allowing their capabilities to generate and implement new ideas (Alshoukri et al., 2020).

In this evolving landscape, the banking sector in Pakistan stands out, successfully implementing both conventional and shariah-compliant Islamic banking systems (Abbas et al., 2019). The market portion of Islamic banking possessions and credits in the banking segment as a whole was 21.10% and 25.04 percent, respectively as per the report of state bank of Pakistan March 2025. Many Islamic banks hire personnel from traditional banks, and these staff members occasionally struggle to comprehend shariah laws (Alam et al., 2021).

Leaders must display inclusive conduct by fostering a culture in which information sharing is not only encouraged but rewarded across the enterprise. Leaders should put on display inclusive conduct a culture that fosters information sharing and rewards it throughout the enterprise. The concept of inclusion in the workplace, despite recent attention in the management field, remains relatively new and not thoroughly understood in today's multifaceted exertion surroundings (Aslan et al., 2021). Inclusive leadership have not been studied very much in Pakistan, except for the effect of inclusive leadership on the success of the Metro Bus project (Rehman, 2020), In this context, other study has been conducted in order to examine the correlation between inclusive leadership and employee engagement in a non-government international organization in Pakistan Punjab (Malik et al., 2017). A separate investigation took place in the higher education institutions of Pakistan (Shabeer et al., 2023). According to the study, two important characteristics that might help an economy expand are improvement and organizational effectiveness (Tajuddin et al., 2015).

Examining how inclusive leadership influences knowledge sharing behavior can offer additional insights into existing literature concerning the influence of leadership on knowledge-sharing behavior. Behaviors at the individual level, connected to expressing, catching, and retentive knowledge, resulting from shortcomings in official language, may establish a knowledge sharing unfriendly atmosphere. This environment can also function as a cultural blockade between traditions or subcultures (Lee et al., 2020).

Unfortunately, there is a shortage of published pragmatic readings/articles investigating the relationship between inclusive leadership and knowledge-sharing behavior i.e. Servant leadership and its tie to knowledge sharing behavior in the Higher Education Commission (Sial et al., 2014). Another study was carried out in the context that how leader's competencies

effects on knowledge sharing (Swanson et al., 2020). Moreover, another study was Inclusive leadership and organizational commitment (Waseem et al., 2024). Furthermore, role of task complexity as a moderator is still unmapped especially in case of inclusive leadership style that how employee react to leadership behaviors (Gong et al., 2024). It is also essential to scrutinize the mediating progressions that happen between leadership and knowledge sharing behavior (Afsar et al., 2020). Inclusive leadership mainly centers on inclusive processes, wherein leaders actively work to foster employee rendezvous and attentively consider their input to improve the workflow (Quinn et al., 2006).

Adoption of new and updated knowledge sharing mechanism is a real challenge for Islamic banks while following shariah principles. There is also a lack of research on leadership influencing knowledge sharing behavior (Zulkifli et al., 2023). This restriction may create a hurdle for flawless and smooth operations, delivering of information and coordination. So Islamic banking system demands creativity, advancement in technology and competitive edge in the market (Rahmayati and R., 2021). Research explore that leadership has an impact on information sharing behavior in employees, along with supporting behavior which play a vital role as compared to other dynamics (Muhammed et al., 2020). Researchers want to explore that why leadership is crucial for knowledge sharing behavior (Pellegrini et al., 2020).

Given the significance of knowing the association among top performance effort systems and structural exhibition, researchers have underlined the obligation for supplementary examination (Kaushik and Mukherjee, 2022). The current study is trying to highlight and explore those areas through mediation and moderation. With the help of model that tells the impact of inclusive leadership on knowledge sharing behavior with mediation of organizational commitment and moderation of task complexity between inclusive leadership

and organizational commitment through the framework of Islamic banks in Pakistan (Haider et al., 2022).

Subsequent researchers may engage in a comparative study, analyzing the influence of knowledge-sharing behavior, mentoring programs, and motivation on the performance of bank employees, particularly between traditional and modern generation banks (Al-Ahmad and Easa, 2021). This would assist in defining if there are notable distinctions between new generation banks and their older counterparts in the cited areas. (Afolayan and Babalola, 2020). Inclusive leadership literature lacks evidence on how leaders' characteristics influence employee behaviors and retention, highlighting the necessity for additional study on the leader follower connection (Brimhall and Palinkas, 2020).

The alignment of employee ideas, norms, values, and objectives with organizational aims is referred to as person-organization. Researchers are looking at the effects of information exchange and moderators of leadership (Zhang et al., 2021). Researchers can influence knowledge sharing to examine other leadership behaviors, including authentic leadership, transactional leadership, ethical leadership, or transformational leadership (Elrehail et al., 2018). In addition to finding additional mediators of inclusive leadership and information sharing, further study can improve the model's accuracy, effectiveness and precision (Haider et al., 2022). In order to fill in the knowledge gaps regarding this relationship, this study uses the moderated mediation model and task complexity to examine the mediating role of organizational commitment on the relationship between inclusive leadership and knowledge sharing behavior in Pakistan's Islamic banking sector. So, the current research is trying to explore the association between inclusive leadership with knowledge sharing behavior with mediation of organizational commitment and moderation of task complexity in Islamic banks

of Pakistan, directing to improve performance of the organization and develop a knowledge sharing culture through modern techniques.

1.3 Problem Statement

In today's highly competitive environment, effective knowledge sharing has become essential for overall organizational success. However, Islamic banks in Pakistan face unique challenges in fostering a culture that promotes transparent communication and collaborative knowledge exchange. While inclusive leadership has the potential to enhance knowledge sharing behavior, its impact is often constrained by the interplay of Shariah-based ethical requirements, and leadership practices embedded within the sector. Moreover, the role of organizational commitment remains underexplored as a mediating mechanism linking inclusive leadership with knowledge sharing behavior. At the same time, task complexity may further influence how effectively inclusive leadership translates into employee commitment and subsequent knowledge sharing. Therefore, this study seeks to examine how organizational commitment mediates the relationship between inclusive leadership and knowledge sharing behavior, and how task complexity moderates this process in the context of Pakistani Islamic banks.

1.4 Research Questions

The present research, grounded in the previously mentioned problem statement, purposes to discourse the subsequent essential research inquiries:

- What is the association among inclusive leadership and knowledge sharing behavior in Islamic banks of Pakistan?
- What is the association among inclusive leadership and organizational commitment in Islamic banks of Pakistan?

- What is the association among organizational commitment and knowledge sharing behavior in Islamic banks of Pakistan?
- Does organizational commitment as mediator influence the relationship between inclusive leadership and knowledge sharing behavior practices in Pakistan's Islamic banks?
- Does task complexity as moderator influence the relationship between inclusive leadership and organizational commitment in Pakistan's Islamic banks?

The research investigates the relationship between inclusive leadership and knowledge-sharing behavior within Islamic banks in Pakistan, considering the moderating effects of job complexity and the mediating effects of organizational commitment.

1.5 Research Objectives

This study's main objectives are as.

- To examine the relationship of inclusive leadership on knowledge sharing behavior among Pakistan's Islamic bank sector.
- To examine the relationship of inclusive leadership on organizational commitment among employees in Islamic banks of Pakistan.
- To examine the relationship of organizational commitment on knowledge sharing behavior in Islamic banks of Pakistan.
- To examine the mediating relationship of organizational commitment among the direct relationship of inclusive leadership and knowledge sharing behavior.
- To examine the moderating relationship of task complexity on the direct relationship of inclusive leadership and organizational commitment.

The purpose of the research is to improve inclusive leadership, knowledge sharing behavior, task complexity and organizational commitment in Islamic banks of Pakistan which leads to important purpose for the managers and officials.

1.6 Significance of Study

1.6.1 Theoretical Significance

The current research enhances to the academic indulgent of inclusive leadership through examining in the techniques through which company philosophy is prejudiced though Shariah rules and regulations in traditionally different way. The research also explains that how there is a positive relationship between inclusive leadership and knowledge sharing behaviour which explains equality, justice, open for everyone, decentralization is there in a such way which ultimately leads to growth and success of the company (Berraies et al., 2021). As a result, this research advances the use of inclusive leadership in non-western, religious contexts. Management of knowledge and learning inside the organization depends on sharing of information with each other (Antunes et al., 2020). The parameters that can affect sharing of knowledge has been studied preciously and the factor that can encourage employees to exchange their skills and expertise is inclusive leadership style (Carmeli et al., 2010). The current study also adds different point of view for organizational setting by investigating the impact of inclusive leadership with knowledge sharing behaviour in Islamic banks of Pakistan. Sharing of information is a vital factor for organizational growth which can be impacted by inclusive leadership style which includes listening to others in energetic way, sharing of ideas, and a well-organized and professional work environment (Lee et al., 2021). With the help of this study, simulations of sharing of information improves and gives new viewpoints on the association between leadership in banking sector and knowledge exchange system.

Leadership and commitment to the organization already have a strong association (Mwesigwa et al., 2020), the study also highlights in what way a commitment to the organization makes an impact on knowledge-sharing behaviour in employees. With the help of this suggestion, organizational commitment play a mediating role between inclusive leadership and knowledge sharing behaviour in Islamic banks of Pakistan. The study also addressing this gap. It has been observed that team members want to share their skills and expertise with other team members on volunteer basis if they are committed with the organization especially when they are emotionally attached (Mustafa et al., 2022). This study dives deep into organisational behaviour by showing how leadership practices can influence how employees emotionally attach to the company, leading to their behaviour. It also presents a more complex picture of the existing relationships between information sharing and leadership, with a consideration of organisational commitment as a mediating factor.

The research on task complexity as a moderator with leadership is rare. Few researches have been carried out previously in order to explore that how appropriate the task complexity is to make an impact on inclusive leadership style (Avolio et al., 2009). Task complexity is encompassed as a moderating variable in the current research to observe its belongings on the connotation between organisational commitment and inclusive leadership. In banking sector, complexity of job task face by employees can make an impact on equality and support provided by leaders which can expected from team members (Afsar and Umrani, 2020).

The research also enrolls additional measurement to headship by emphasizing the implication of appropriate features in impelling leadership results by presenting that job difficulty surges the connotation among inclusive leadership and organisational commitment. The research also enhances to a supplementary inclusive information of leadership in faith-

based companies by engaging leadership philosophies in the specific framework of Islamic banks of Pakistan. With the help of these assistances, the study's integration improves the understanding of how leadership affects organisational behaviour regarding knowledge sharing in many cultural contexts and enriches contemporary theoretical frameworks.

1.6.2 Practical Significance

The present study explores how organizational commitment and task complexity influence inclusive leadership and knowledge-sharing behavior in Islamic banks of Pakistan by offering applied compassion in the workplace.

Organizational commitment plays a vital role in promoting inclusive leadership style and knowledge-sharing behavior in the banking sector especially the Islamic bank of Pakistan by uplifting their leadership skills, nurturing novelty and achievement. The research also proposes managers development programs in Islamic banks to promote and focus on inclusive leadership style with association with knowledge sharing. The determination to share indication/information is positively prejudiced through attitudes, but the impression of self-efficacy, particular standards, and faith was not revealed (Al-Kurdi et al., 2020). The normal interaction between employees should be promoted by the leaders. Debate between staff members either officially or informal will lead to information sharing or exchange of knowledge with each other for their self-development (Akram et al., 2020).

The investigation bargains valuable perceptions on the efficacy of inclusive leadership in cultivating a culture of knowledge exchange, permitting organizations to improve collaboration and the flow of material. To make a company more competitive, information sharing is essential (Sonmez and Adiguzel, 2020). The research aids in the creation of well-informed knowledge management plans. Maintaining competitiveness, promoting novelty, and

adjusting to the ever-changing financial landscape all depend on this. Increasing employee engagement, contentment, and retention is strongly related to increasing organizational commitment, and these factors all support the success of the organization (Sahni, 2019). Employees are motivated to share information because they constantly consider the interests of the organization and cooperate with one another (Lee et al., 2021). Consequently, workers who have a robust intellect of individuality with their companies share extra information for the company's advantage (Sonmez and Adiguzel, 2020).

Organizational policies that support inclusive leadership and information sharing may be developed using the study's insights as guidance. The satisfaction and commitment of workers are significantly increased when they feel valued, supported, and equipped to handle challenging tasks (Kilag et al., 2023). When their leaders involve them in significant choices that is another way that they recognize their distinctiveness. Because they are special and a part of this organization, workers believe they are appreciated as a consequence of inclusive leadership (Abbasi et al., 2022). This could result in increased employee fulfilment, reduced turnover rates, and enhanced total organizational effectiveness.

Managers can foster knowledge sharing among employees by presenting new challenges, urging them to explore innovative approaches, and initiating processes focused on developing and sharing experiences and expertise (Kmieciak, 2021). Rewards that has been given to the supportive behavior, coordination, principles that are directly makes an impact on performance must be defined and affiliated with the verdicts. Banks have a tactics to make an improvement in employee's protection and care in order to improvise mediation of organizational commitment (Ali et al., 2019). Mentor and mentee programs, career opportunity plans, succession planning can lead to organizational commitment which ultimately promotes

information sharing culture (Curado and Vieira, 2019). A devoted team member will contribute additional expertise through the institute (Azeem et al., 2021).

The study stresses the implication of an inclusive leadership style in the banking sector which faces issues and challenges like rules and regulations implanted by the central bank, up-dation in technology, and customer satisfaction issues. When managers in the workplace support and encourage their team members to share their knowledge, skills, and expertise, give them respect, and value their feedback then their staff members will also do the same and value other's perspectives (Rad et al., 2021).

The conclusion of the research can help organizations to work on their procedures and expand their point of view towards leadership style, figure out the creativity, novelty from it in the Islamic banking sector. Leadership abilities can be developed by the companies in order to meet the specific formalities by emphasizing the worth of inclusive leadership behavior and its impact on knowledge sharing behavior. Managers in the organization who have characteristics of inclusive leader develop a culture of respect between their team members and value their point of view and avoid inequalities in the work place (Shore et al., 2022). This creates an environment where everyone encourages each other and respect their point of view and feedback which ultimately increase employee's desire to contribute more and share their expertise (Johnson et al., 2020).

Managers generally stresses that their follower's point of view get recognized and it also shows respect (Roberson et al., 2022). The study also gives knowledge about leadership, organizational commitment, task complexity and knowledge sharing behavior with in the perspective of Islamic banking sector in Pakistan. It improves overall discussion on leadership in vibrant businesses by carrying delicacy to already recognized concepts and outlines.

Inclusive leadership practices in the banking industry should adapt to the unique challenges faced by different operational components by modifying their methods accordingly. Organizing a culture in which people should treat each other fairly and honestly, work together to solve the most complex problems they face, and are also allowed to express opinions, frustrations, ideas, personal beliefs as well as emotions, both positive and negative, is the foundation of trust between the staff and the manager (Roszkowska et al., 2021).

The research recommends promoting a culture of collective learning through collaboration tools, cross-functional projects, and knowledge exchange programs, reworking recognition schemes, encouraging skill development, organizational commitment levels, and adapting leadership practices to technological and regulatory changes.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical Underpinning – Social Exchange Theory

Social ties, according to social exchange theory, are built on trust and promote kindness (Blau, 1964) and productive relationships among leaders and supporters are engendered by a strong link between them, which boosts essential inspiration and cultivates vigor so that workers energetically participate in work (Fang et al., 2021). The elementary meaning of social exchange theory (SET) is the trade of a valuable resource with the expectation of benefits for both parties (Enayat et al., 2022). This theory and practice will increase the influence of individual acts' benefits and minimize their costs (Blau, 1964).

According to the social exchange theory hypothesis, trade interactions have social or economic consequences (Wang et al., 2019). Relationships based on economic transaction are transient and have lower levels of interpersonal connection. Social exchange ties, on the other hand, are enduring and linked to more robust interpersonal bonds (Yasin et al., 2023). Workers in social exchange connections are more giving and require less immediate recompense (Cappelli et al., 2020). Social exchange theory increased staff members' willingness to engage and sense of commitment to the company. People were also urged to dedicate themselves entirely to their effort (Ohemeng et al., 2020). Hence, in order to sustain employee inspiration and engagement, leaders need to be approachable, accessible, and honest in order to earn their trust, since motivated workers provide exceptional outcomes (Yasin et al., 2023).

In order to establish a mutual value exchange among two parties, it is important to enhance the leader follower connection through credibility, trust, and loyalty. With deference,

gratitude, timeliness and accountability this leader follower relationship must be refunded. The most involved were the happy people on the job (Ye et al., 2021). We profited from an inclusive leadership that was open, available, and characterized by interactions amongst its employees (Carmeli et al., 2010; Choi et al., 2015).

Social exchange theory is divided into two categories: social connections exchange and rewarding exchange (Ahmad et al., 2023). As per Blau (1964), four categories were used to conceptualize the academic. i.e. money, social approval, self-esteem and compliances. Money may be suitable and beneficial in some specific situations for an individual trade. On the other hand, according to a different perspective on social connections, conformity, self-worth, and social approbation have the most influence on social interactions. When transferring resources with others, people should aim to maximize their gains and minimize their expenses, according to research by another expert (Busch et al., 2021). In this specific notion, it may be summed up as follows: when two people exchange something, both the giver and the recipient will mostly profit (Chapman et al., 2022).

Social exchange theory is about people acting as members of a communal, making thoughtful verdicts to make best use of optimistic understandings over community connections, considering costs, potential financial rewards, and self-efficacy (Zhang et al., 2018). People also participate in exchange relationships because they expect benefits (Wang et al., 2019) and donate their valued information to the team (Romani and Carneiro, 2020).

According to social exchange theory, team members engage in communal activities anticipating rewards and benefits (Cropanzano et al., 2017). Inclusive leadership nurtures a advantageous social exchange environment inside the institute or work place, in which team members are valued and cherished (Wang et al., 2023). Inclusive leaders foster an environment

in which team members feel valued, in order to help give-and-take movements i.e. strong devotion or information exchange (Chen et al., 2020). When team members see their leaders as inclusive, sympathetic, and equitable, they are ready to participate in knowledge sharing activities willingly (Lee et al., 2021). Inclusive leaders create an environment of faith and emotional safekeeping, thus encouraging staff members to flexibly share their understanding, knowledge, and thoughts (Zeng et al., 2020). Staff members are motivated to exchange their knowledge for the reason that they think that by doing those actions will be beneficial and their outcomes are amazing and for this reason they will also get benefits in return for such care or acknowledgement (Luo et al., 2021).

According to social exchange theory, team members are willingly to share their ideas and views and they are ready to share knowledge with other team members if they think that environment of that workplace also supports them and they will also take care of them (Meira and Hancer, 2021). Every staff member stirred to exchange their valuable feedback and share their expertise for the benefits of others if they felt that company or organization will also enthusiastic and think about them in a good way (Romão et al., 2022). If employees share their knowledge and skills with other team members then it will not only beneficial for them but it will also help organization to grow and takes competitive advantage in the market (Azeem et al., 2021). The sequence generates a healthy and positive vibe loop in which exchange of information and commitment with the organization will take care of each other. A favorable correlation among organizational commitment and information sharing behavior has been researched (Haider et al., 2022). It's common for employees who are dedicated to the company to work together and collaborate with each other to discuss, share and learn from each other.

According to social exchange theory, organizational commitment is the extent to which workers are obligated to and dedicated to the norms and objectives of their company. It has a component of emotive, continuous, and normative commitment (Van Waeyen et al., 2022). Within the framework of how inclusive leadership influences knowledge-sharing behavior, organizational commitment acts as an intermediary. The practices of inclusive leadership contribute to fostering robust organizational commitment among employees (Shore et al., 2022). Workforces who observe their managers as inclusive are prone to cultivate feelings of loyalty, attachment, and dedication toward the organization (Ly, 2024). So, this drives them to contribute in knowledge-sharing actions as a means to contribute to the organization's prosperity.

Task difficulty is distinct as the level of inspiring and interesting strains associated to a job (Harju et al., 2021). Task complexity as a moderator proposes that the link between inclusive leadership style and organizational commitment may vary contingent on the complexity of tasks workers stand mandatory to accomplish. For high job complexity, guidance and support from the leaders will be required in order to create commitment in employees. On the other hand, in low job complexity, the involvement of managers and leaders are not much required (Afsar and Umrani, 2020).

Social exchange theory suggested that how inclusive leadership profiles knowledge sharing behavior over organization commitment as mediator, together with recognizing task complexity as moderator in the Islamic banks of Pakistan. This viewpoint emphasizes the implication of encouragement inclusive leadership methods modified to the structural and enlightening workings of Islamic banks, while concurrently accepting the influence of job complexity on team member's behavior, ideas, creativity and activities.

2.2 Knowledge Sharing Behaviour

In the background of the modern economy, knowledge-sharing behavior plays a vital role and it is considered an integral part and component of competitive advantage among organizations, growth in the sector, and existence in the market (Akram et al., 2020). Information sharing with other team members is an activity which generally shared by employees willingly, no one can force them to share their skills and knowledge with others (Al-Kurdi et al., 2020). Sharing of knowledge and information is a critical instrument that results in self-learning, growth, up-dation and that will also be necessary for implementing attitude and manners (Singh, 2008).

Sharing knowledge is a dynamic procedure that includes the exchange, evaluation, refinement, and incorporation of intellectual assets to generate novel insights (Andrade et al., 2022). The capacity “to handle tacit knowledge, and change it into explicit knowledge” should be part of the organizational framework of a knowledge management company (Memon et al., 2020). It should be noted that employees may not always share information for organizational, social, or personal reasons (Anand et al., 2020). A key obstacle confronting contemporary administrations as they enhance their knowledgeable wealth is defining the most effective means to endorse knowledge sharing among staff members, while confirming that the shared knowledge contributes positively to the organization (Muhammed et al., 2020). It is anticipated that ineffective information sharing will affect administration’s ability to revolutionize, be competitive in the marketplace, and even survive (Dwivedi et al., 2020).

Knowledge sharing can improve an organization’s proficiency and abilities (Afolayan and Babalola, 2020). Big or small businesses may influence the information, abilities, and integrated assistance of their workforce to their advantage and incorporate them into regular

company operations to get a competitive edge (Hu et al., 2009). Employee talent sharing is vital for finding innovative solutions, which are necessary for improving current processes and goods (Valipour et al., 2017). Knowledge sharing is one of these practices that are particularly important for innovation and organizational success (Singh et al., 2021). Employees who willingly share evidence, thoughts, and knowledge are supposed to be attractive in knowledge-sharing behavior, which is vital for endorsing inventiveness and enhancing policymaking (Schmitt, 2021).

Researchers examining knowledge management universally concur that in a progressively competitive world, knowledge stands as the sole dependable foundation of good gain (Smirnov et al., 2023). For an organization to be productive, employees must voluntarily share information and expertise, which is known as knowledge-sharing behavior (Sa'adah and Rijanti, 2022). It promotes teamwork, stimulates modernization, and aids businesses in utilizing their combined intelligence. Effective information sharing has been linked to better decision-making, increased operational effectiveness, and improved staff performance, according to research (Baah, 2021). However, creating a culture of information sharing necessitates a favorable atmosphere, which is greatly impacted by leadership techniques (Azeem et al., 2021). The formation, sharing, and transmission of information can stem from the continuous exchange and observation of life or work practices through public connections. Subsequently, these encounters are reiterated, fostering learning through practical experience (Konno et al., 2021).

It is commanding to realize that social interactions classically occur within a diverse culture, where individuals from various racial or cultural upbringings come together to exchange thoughts, feelings, and emotions (Adams and McBrayer, 2020). Vigorous

organizational cultures safeguard tacit knowledge through ongoing social interactions, thereby enhancing knowledge production, sharing, and transfer. These cultures establish a foundation for mutual learning. For instance, organizational philosophy wields influence over individual behavior, a vital element in the creation and distribution of information (Memon et al., 2020).

A positive work environment arises to affect performance when management and knowledge distribution are combined (Firman and A., 2023). The research on information management, for instance, has shown that leadership and information sharing are the two most potent facets of human behavior in a social network environment (Xie et al., 2020). Leadership is a process of social interchange that inspires employees to meet performance targets that benefit both leaders and employees (Haider et al., 2022). Present administrations need inclusive leaders that welcome and value the assistances of their supporters (Yoo et al., 2022). Responsible leaders are essential in motivating employees by serving as role models (Yafi et al., 2021). The impression of inclusive leadership has garnered a lot of consideration in contemporary management studies (Haider et al., 2022). A proficient leadership approach, serving as an organizational factor, has the potential to influence the behavior of employees within a workplace (Fu et al., 2022).

The key to acquiring and producing knowledge at work is knowledge exchange (Akram et al., 2020). It is information management's essential component (Park et al., 2009) and information sharing is important for the accomplishment of knowledge management projects (Akram et al., 2020). Expectations suggest that an organization fostering the sharing of expertise among its associates within groups and across entities is poised to make superior and more innovative ideas, leading to novel business opportunities and, consequently, fostering organizational transformation (Alhady et al., 2011).

Organizations must establish a favorable atmosphere for knowledge sharing. Businesses worldwide are simultaneously adopting practical methods and procedures to integrate knowledge sharing practices into their daily workflows, aiming to boost organizational performance, inventiveness, and novelty (Singh et al., 2021). The banking industry has started creating knowledge management teams in their organizations as a result of realizing the value of knowledge management, particularly information exchange (Abbas et al., 2019).

Numerous strategic knowledge management programs emphasizing vertical top-down information flow have demonstrated a substantial influence on administrative presentation (Hadi et al., 2022). Organizations showcasing innovativeness are those capable of honing their knowledge management skills over effective intra-organizational information exchange and various other initiatives within the realm of information management (Wang and Hu, 2020). Nonetheless, the term “knowledge sharing” in organizations denotes to a wide variety of activities that involve to make information accessible to others and can take place at the distinct, group, or legislative stages (Muhammed et al., 2020). Regardless of the extent of information sharing, it clearly suggests a cognitive behavioral activity involving individuals (Muhammed et al., 2020).

The process of knowledge sharing entails the interchange of information among people in order to generate novel information (Obeidat et al., 2016), map knowledge assets (Singh, 2018), boost creativity (Tassabehji et al., 2019), and overcome obstacles in order to achieve a reasonable benefit. So, this knowledge is generated and maintained both individually and collectively through the use of organizational or network links (Mikalauskiene and Atkociuniene, 2019). Knowledge exchange is essential for meeting consumer requirements

and regulatory problems in the banking industry, which is undergoing fast development (Basdekis et al., 2022). Dedicated people are more inclined to act in ways that advance the organization, organizational commitment has a big influence on workers' readiness to share information (Sarhan et al., 2020). Banks have had to diminish the number of goods and services they offer and have looked towards knowledge management as a way to become more competitive to change in the global monetary environment (Chatzoglou and Vraimaki, 2009).

2.3 Inclusive Leadership

Inclusive leadership relates to leaders who demonstrate visibility, approachability, and accessibility when engaging with their followers (Carmeli et al., 2010). When decisions are taken and opinions are solicited, leaders who engage in meetings show that they make an effort to involve others (Emmanuel, 2020). Leaders make sure that all opinions are heard by promoting candid discussion and feedback (Pack et al., 2022). A leadership approach known as inclusive leadership prioritizes individuality and a sense of belonging in order to build connections with people at all organizational levels and work towards long-term objectives (Yasin et al., 2023). Inclusive leaders foster an atmosphere where workers feel appreciated, which promotes reciprocal actions like greater dedication and information exchange (Chen et al., 2020). They encourage their team members to participate in the decision-making process of the company by listening to their ideas, concerns, and wants (Zhou and Mou, 2022).

In distinction to empowered leadership and transformational leadership, inclusive leadership not only promotes independent work and involvement in decision making among employees but also acknowledges their contributions, shows respect, supports their development, and embraces their failures (Zeng et al., 2020). Inclusive leadership fosters strong contacts and consistent care for employee effort and productivity, independent of

individual contributions (Bannay et al., 2020). These leaders encourage people to participate in the decision-making process, foster a psychologically secure environment, and aggressively solicit feedback from every team member.

The emphasis of inclusive leadership on openness positions this leadership style at the core of fostering employee originality. The team members who share knowledge in the organization are considered as the source of growth. Their knowledge sharing behavior also leads to innovation, creativity with the support of inclusive leadership style (Shao et al., 2022). Inclusive leadership style creates strong inspiration on team members in the work place (Zeng et al., 2020). In banking sector, Islamic banking is based on moral and social foundations which encourage devotion to public and teamwork (Osman and Elamin, 2023). Team members are more dedicated to share their skills, knowledge and expertise with others when their own belief system match with the objectives of the organization which creates a positive environment which is vital for Islamic banking sector (Fraihat et al., 2024).

Inclusive leadership considered as one of the best leadership styles because it validates ethical behavior towards team mates in the work place. They should also treat them honesty and equally for organizational growth (Liu et al., 2017). Inclusive leaders are also approachable. Every team member can easily approach them and they are voluntary help them in any case (Carmeli et al., 2010). Inclusive leaders are always ready to create good environment inside the organization and always positive. They have ability to lead from the front and motivate every team member to generate ideas, use their skills and take initiatives for their as well as for organizational growth (Carmeli et al., 2010). They also motivate every team mate to contribute their feedback and take a part in policy making. Furthermore, they will also give support to them (Ashikali et al., 2021).

2.4 Organizational Commitment

The phrase “organizational commitment” characterizes an employee’s readiness and eagerness to actively contribute to the prosperity of the company. It also denotes loyalty to the company and mobilization to meet company objectives (Redondo et al., 2021). Employees’ psychological relationship with their employers, known as organizational commitment, helps them believe in the goals of the company (Chiang and Liu, 2017). Three attributes determine the extent of an individual’s identification and appointment in a particular organization: (1) a firm belief in the organization’s goals and fundamental values; (2) a readiness to invest substantial effort on behalf of the organization; and (3) a keen inclination to remain within that organization (Mowday et al., 1979).

Developing a psychological bond between employees and their organizations has been one of the main glitches that organizations have tackled recently (Mwesigwa et al., 2020). Any organization that wants to accomplish its objectives and exhibit good corporate citizenship must have organizational commitment (Ridwan et al., 2020). Businesses with dedicated staff typically outperform those without in terms of growth and performance (Caloghirou et al., 2022). Workers that exhibit strong emotional commitment are also good achievers, less likely to miss work, and more likely to participate in organizational citizenship activities like lending a hand to colleagues, going above and beyond, and speaking out for the organization (Zhao et al., 2022). Enhanced organizational commitment arises as leaders adapt and adjust their headship flairs to better align with the needs of their supporters (Mwesigwa et al., 2020). Organizational commitment is especially important for promoting information sharing and improving overall performance in the context of Islamic banks, where ethical issues are of the utmost importance (Chaudhary et al., 2023).

Employees and the organization both consider organizational commitment to be a critical work attitude (Lambert et al., 2020). Workers who feel a strong attachment to their employer view it as a member of their family and are reluctant to quit (Yasin et al., 2023). A dedicated employee is someone who remains committed to the organization through both favorable and challenging periods, dependably attends work, completes a full day's work, defends corporate assets, aligns with company objectives, and so forth. Consequently, possessing a committed team would significantly advantage a company (Mwesigwa et al., 2020). Meyer and Allen (1991) distinguished between three types of commitment: normative, continuance, and emotional. Employees' emotional bond with the company is known as affective commitment. Workers who have a high organizational commitment show loyalty and a deep emotional bond with their company (Kustiawan et al., 2022).

A key component of organizational behavior and human resource management is organizational commitment (Almaaitah et al., 2020). It symbolizes the emotional connection between workers and their company, which has a big impact on a lot of different workplace behaviors. Committed workers are more likely to give their expertise in return for their leader's assistance (Kim and Beehr, 2020). Devoted workers increase their readiness to contribute by coordinating their own values with those of the company (Tang et al., 2021). Employees that recognize the advantages of sticking with the company above the perceived expense of quitting are said to have a continuity commitment. Normative commitment describes an employee's sense of duty to continue working for the company.

2.5 Task Complexity

The degree of motivating and stimulating demands related with a specific job is referred to as task complexity (Valcour, 2007). Task complexity is a significant occupational

requirement that can drain people's psychological resources. For instance, it has been demonstrated that work complexity influences employees' perception of self-efficacy and positively correlates with emotional weariness (Dóci et al., 2020). High work complexity may call for more encouraging leadership, which can boost staff dedication and encourage information exchange (Rahmadani et al., 2020). The complexity and challenges essential in the tasks influence the amount to which employees are inclined to participate openly in creative pursuits (Noureen et al., 2022). The nature of the task continues to apply a significant influence on employee creativity (Hughes et al., 2018).

The task's complexity is defined by the significances of actions, unidentified means-end networks, and may involve various sub-tasks (Mandelburger et al., 2021). Task complexity encompasses various dimensions, such as the need for problem solving, decision making, coordination, and adaptability in the face of changing situations (Son et al., 2020). Task complexity can be viewed as the inherent nature of a task, necessitating a broad range of knowledge and skills for its successful completion (Afsar and Umrani, 2020). Individuals handling intricate tasks may adopt a more demanding, open-minded, and innovative approach when it comes to organizational change (Jung et al., 2020). Examining leaders' impact on employees' engagement and development in the creative process contains considering task complexity at a part or group and organizational level support for enhancement. This support is the organization's underpinning (Katou et al., 2021).

Workers are more inclined to pursue creative endeavors when complicated jobs need a range of abilities to complete (Cai et al., 2020). When a task is routine and straightforward, people are less inclined to search for pioneering and lofty ideas (Mahmood et al., 2019). An employee is driven to involve in creative endeavors specifically for those tasks that are more

challenging, demanding greater thought and effort. The original performance of employees is impacted by a flexible work atmosphere that provides support and autonomy in tackling intricate tasks (Shalley et al., 2009).

2.6 Hypothesis Development

2.6.1 Relationship of Inclusive Leadership and Knowledge Sharing Behavior

The phrase “words and deeds exhibited by a leader or leaders that indicate an invitation and appreciation for others’ contributions” (Nembhard and Edmondson, 2006) was primary used to describe inclusive leadership. A sense of ownership and dedication are fostered by inclusive leaders that aggressively solicit feedback from every team member (Deloitte, 2020). By accepting other people’s opinions and viewpoints, inclusive leaders engage with their followers in an open manner and involve them in conversations and decision making (Randel et al., 2018). A squad can get around communication obstacles by doing this (Carmeli et al., 2010). By emphasizing the individuality and sense of belonging of each team member, inclusive leaders create an environment in which their supporters “experience a sense of inclusion” (Randel et al., 2018). Fostering an inclusive environment, appreciating diversity, supporting equity, and encouraging participation are the four main facets of inclusive leadership. These factors improve team interactions while also boosting the organization’s overall efficacy (Zhang et al., 2023). Effective cooperation and information sharing depend on trust, which inclusive leaders establish by acting fairly and openly (Zhan & Cheng, 2023).

The internalization procedure handovers organization and group explicit information across organizations (Johansson, 2023). Knowledge in the tacit method is actionable by the holder (Bradshaw et al., 2015). Knowledge sharing has been quoted as a requirement of organization keenness (Kapoor, 2023). The majority of information is held by people, and

these individuals have the freedom to decide whether or not they request to share that knowledge with others (Schoonus, 2018). When people offer their information, they must be clear and relevant to the listener by explaining what they mean and translating their message (Radaelli et al., 2014).

The word knowledge management plays a vital role in employees' approach. It can improve their skills, expertise through exchange of knowledge and information through combined connotation from other platforms (Asada et al., 2020). This type of strategy will help organization to grow in the market and it will be easy for them to easily adopt changes with respect to technological advancements. Furthermore, with the help of knowledge sharing culture, team members are more flexible and there is a high level of job satisfaction. That is the major part to enhance the capability to recognize both positive and negative solutions to previous commercial challenges. It's totally depends on the employees who are the main source to share information with each other whether they have to share or not. With other team mates. Nobody can force them to share their skills and knowledge but inclusive leadership can create an environment where they are encouraged to share their feedback, skills and information (Gibbert and Krause, 2002). Many studies have shown that there is a strong relationship between inclusive leadership and knowledge sharing behavior. For example, team members are ready to mingle with other team members, they are openly communicated with each other and share their skills and expertise when they realize that their leaders have inclusive behavior (Carmeli et al., 2010). In the banking industry, where quick changes and complicated regulatory frameworks demand efficient coordination and information sharing, this collaboration is especially crucial (Hassan et al., 2024).

When leaders act creatively, they set an example for others to follow (Carmeli et al., 2010). Knowledge exchange and staff engagement are greatly increased by inclusive leadership. According to the research, workers are more inclined to cooperate and exchange ideas when they believe their leaders are inclusive, which has a direct effect on the efficacy of the company (Kearney et al., 2020). Therefore, supporters will imitate this conduct and begin to welcome the sharing of knowledge as well as accept and appreciate other perspectives when a leader invites you to do so and values all of your opinions. Employee knowledge-sharing is facilitated by inclusive leadership, which cultivates a culture of trust (Zhan and Cheng, 2023). The value of inclusion in knowledge-centric jobs is reinforced by inclusive leaders who foster an atmosphere that is favorable to knowledge sharing, especially in teams with a high degree of diversity (Madhavan et al., 2021). This will result in a company that encourages and promotes information exchange (Schoonus, 2018).

Understanding how leadership styles affect cooperation and creativity requires an awareness of inclusive leadership and knowledge sharing behaviors. It offers guidance on developing an environment at work that promotes communication, fosters organizational learning, and eventually raises productivity and performance levels. In light of the overhead advices, the hypothesis one is as;

H1: Inclusive leadership has a positive impact on knowledge sharing behavior.

2.6.2 Relationship of Inclusive Leadership and Organizational Commitment

The psychological bond and allegiance an employee have to their company is known as organizational commitment (Farrukh et al., 2020). An optimistic connection occurs between leadership and organizational commitment (Mwesigwa et al., 2020). An organization to

effectively execute its strategy, achieve its goals, and gain a competitive advantage, its leadership style must cultivate employee engagement (Voon et al., 2010). Inclusive leadership flairs had a higher positive link with commitment than task oriented or organized leadership styles (Huynh and Hua, 2020). The capacity of a leader to support diversity, encourage involvement, and cultivate a respectful culture is characteristics of inclusive leadership (Nembhard & Edmondson, 2006). In order to increase their followers' sense of empowerment, freedom, justice, and trust, inclusive leaders should be approachable, listen to and act upon their followers' perspectives, appreciate their contributions, and share their visions with them (Krajnovic et al., 2023). Beneath the direction of leaders exhibiting consultative or participatory leadership behavior, employees experience improved organizational loyalty, job satisfaction, and job performance (Mwesigwa et al., 2020).

Inclusive leadership is personification of frankness and justice (Warren et al., 2023). Inclusive leaders are extra suitable to display the worry for supporters' potentials besides spirits, foremost them to be more helpful of their assistants (Javed et al., 2019). Inclusive leadership signifies positive engagement with employees. In this interaction, inclusive leadership is patent by three characteristics: openness, accessibility, and availability (Carmeli et al., 2010). It entails actively interacting with members of a diverse team, making sure their contributions are valued, and fostering an atmosphere in which all staff members feel free to express their thoughts (Roberson et al., 2022). Building trust is essential to encouraging organizational commitment. By being open and equitable in their decision-making procedures, inclusive leaders foster trust and deepen workers' emotional bonds with the company (Nishii and Leroy, 2022). The effects of certain leadership styles may have different consequences for different generations in the workplace (Alheet et al., 2021). Workers are more daring and

inventive when the leaders support those (Fang et al., 2019). Employees are encouraged to voice their opinions and concerns in a friendly environment created by inclusive management. Employees are more emotionally invested in the company when they feel valued and heard (Hassan et al., 2022).

When leaders and followers agree on the consequences of certain goals, it clarifies the allocation of effort and supports the idea that employee actions are crucial to achieving organizational objectives (Yasin et al., 2023). Leaders that exhibit inclusion connect with their staff members' ethical and cultural values, strengthening their loyalty to the company (Adeniyi et al., 2024). Through the exchange of ideas, follower leader congruence forges a strong emotional link and produces favorable employee outcomes including work satisfaction (Jacobsen and Staniok, 2020). Research has revealed that the work involvement most powerfully linked to employees' emotional connection to the company is one where they perceive that the company morals their help and care about their comfort (Khaskheli et al., 2020).

The impression of organizational commitment has been extensively investigated in the literature, with the three-component model first obtainable by Meyer and Allen (1991) being the primary framework used for conceptualization. According to the three-component model, organizational commitment consists of affective, continuing, and normative commitment. An emotional tie to and identification with the company is known as an affective organizational commitment, and it is exhibited by workers who stay because they want to. "Continuity" refers to an employee's comprehension of the cost of leaving the company they stay because they have to. The sense of obligation that employees have to stick with their employer that is, they

stay because they should refer to as normative organizational commitment (Meyer & Allen, 1991).

Employee commitment increases when they are given the responsibilities of their choosing (Yasin et al., 2023). Organizational commitment has a major impact on employee performance, retention, and overall success (Naz et al., 2020). High-commitment workers are more likely to practice good citizenship, support a great workplace culture, and stick with their company during difficult times (Meyer et al., 1991; Naz et al., 2020). Higher degrees of connection and belonging are reported by workers in inclusive workplaces (Canlas and Williams, 2022). Employees are more likely to form close emotional bonds with the company and increase organizational engagement when they believe their efforts are appreciated and acknowledged (Raza et al., 2021). Employees are more engaged and dedicated to their job when they believe their leaders are inclusive.

The impact of inclusive leadership on affective organizational commitment has not gotten much consideration. Under many, it was a fulfilling experience to work under an inclusive leader who cared about their subordinates, even though they showed supportive attitudes and were polite to them (Ly, 2023). Sentimental organizational commitment, defined as an employee's sense of attachment, identification, and active engagement with the organization, constitutes a facet of overall organizational commitment (Van and M., 2020). Worker ownership is increased as a result of this empowerment, which raises organizational commitment levels (Nishii and Leroy, 2022). Employee assignment is much greater in companies with inclusive leadership techniques, and this has a beneficial impact on organizational commitment. The organization as a whole eventually benefits from engaged workers' greater motivation, job satisfaction, and decreased inclinations to leave (Yu et al.,

2020). As per social exchange theory (Blau, 1964), when employees get positive treatment, they are more likely to show greater affective attachment to the company (Choi et al., 2019).

The present study is the connection between inclusive leadership and organizational commitment is required to recognize that what is the connection between leadership practices, procedures, presentation, retention and satisfaction of the employees. This procedure can develop executable module that can help assorted and take initiatives, strong and powerful atmosphere of the work place and strategic development of the leader. By examine this type of relationship can be helpful for Islamic banks to learn that how to generate framework, facilitating employee's engagement in tasks and long-term growth and success. As per this argument, hypothesis two is.,

H2: Inclusive leadership has a positive impact on organizational commitment.

2.6.3 Relationship of Organizational Commitment and Knowledge Sharing Behavior

The notch in which employees can feel that they actually belong to their workplace and they own it is called organizational commitment (Afshari et al., 2020). This act also shows that how much they care about their organization and how much they attach to it, how they link their goals with organizational goals, and how they are willing to work hard for their growth, how they are committed with the organization and how they have a strong emotional connection with the company (Judeh et al., 2022). They are also eager to take a part in company's goals because they want its success. Devoted workers are more inclined to go above and beyond the call of duty and voluntarily participate in actions that advance the organisation (Bhatti et al., 2022). Low turnover intentions are frequently linked to high organisational commitment levels (Serhan et al., 2022). Devoted workers are less likely to quit, which

promotes continuity and stability within the company. Organisational commitment is a significant predictor of knowledge sharing and other good workplace behaviours (Ndlovu et al., 2021).

Sharing information increases its power, and information sharing is perhaps the keystone of many information management initiatives (Al-Kurdi et al., 2020). Knowledge management denotes to making, classifying, distribution and storing information in the pursuit for structural learning (Hassan et al., 2018). Information sharing among employees in the context of organisations involves useful implicit or explicit information, fosters the production of new knowledge, expands organisational knowledge, and benefits the organisation. As information, distribution has the potential to progress firm performance (Kmieciak, 2021).

The transfer, management, and employee solicitude in supporting organisational growth functions are influenced by the organisational commitment (Marques et al., 2019). Organisational commitment is behavioural in its emotional, calculative, and normative aspects (Allen, 2017). Increased team continuity can result from high levels of organisational commitment, which can lower turnover intentions. Given their long-term commitment to the company, employees are more likely to devote time to knowledge exchange (Serhan et al., 2022). It is an individual's mental disposition, akin to a predisposition, and a requirement in their specific job growth (Chang et al., 2007). A proper organisational culture and climate promote knowledge exchange (Al-Kurdi et al., 2020). As per social exchange theory, workers who have positive working connections with their bosses perform better (Luthfi et al., 2022).

An obligation felt to stay in the organisation is reflected in the normative commitment. Individuals that exhibit a high grade of normative obligation feel obligated to stay through the company (Marques et al., 2019). Information sharing is a serious component in the

implementation procedure of information management. Knowledge sharing goals to deliver a positive atmosphere which holds staffs to part pertinent data and knowledge with other co-workers during work (Hassan et al., 2018). When workers had a deep emotional connection to their company, they were more likely to share their expertise (Ahmed et al., 2022).

It is widely recognized that an organization's ability to generate and share new information and practices is essential for gaining a competitive advantage and optimizing organizational presentation in today's intricate and dynamic environment (Arsawan et al., 2022). The calculative commitment measures the extent to which the worker recognises or understands that their obligation to stay on the job is based on the expenses of departure the company, not just the expenses themselves (Marques et al., 2019).

Knowledge distribution is measured a key sponsor towards the development of that area (Hassan et al., 2018). Organizational weather is the main pointer which indorses originality and novelty on the workplace (Hassan et al., 2018). A key component of the culture of information sharing is the commitment to the organisation (Chaudhary et al., 2023). Affective, continuous, and normative commitment are the three characteristics of organizational commitment, which is the psychological bond that workers have with their company (Meyer & Allen, 1991). This dedication has a significant impact on how employees behave, particularly how they share information. Knowledge exchange is more likely to be seen by dedicated workers as a mutually beneficial activity that helps both the company and the individual (Degbey and Peltó, 2021).

Organizational commitment may be especially high in the setting of Pakistani Islamic banks, which place a heavy emphasis on shared values and ethical ideals. Workers are more likely to participate in knowledge-sharing activities when they feel like they belong and are in

accordance with the goals of their company (Obrenovic et al., 2020). The main and powerful religious and ethnic of Islamic banking is where any accomplishment of a team is praised, which stresses the advantage of commitment in the promotion of knowledge sharing behaviour. Employees which are in contact with each other want to get benefits from each other in return (Blau, 1964). If inclusive leadership style creates a positive environment then every employee is willing to share their skills, expertise and knowledge with each other (Shore and Chung, 2022).

Employee desire to share the knowledge and skills to other team members shows their commitment towards organization. Moreover, organizational commitment and knowledge sharing behaviour plays a vital role for it. This study gives information about how to be creative, how to align goals with the organization, how to work as a team, and how to intact with the organization. Policies and procedures for creating an environment that encourage loyalty and knowledge sharing are developed through this association. It will help to improve performance of the organization. As per the above arguments, the hypothesis three is as;

H3: Organizational commitment has a positive impact on knowledge sharing behavior.

2.6.4 Mediation Effect of Organizational Commitment

The degree to which an organization's personnel are involved with it and want to stay with it is a good indicator of its commitment (Ingsih et al., 2020). Inclusive leaders cultivate an environment where employees feel appreciated for their unique ideas and opinions. Positive leadership actions transfer to staff members that the company values and supports those (Shore et al., 2018). Moreover, value sharing fosters an emotional connection and attachment between workers and the company (Saeed et al., 2022). Similarly, earlier studies show that a lot of effective leadership philosophies have a detrimental impact on workers' knowledge sharing

behaviors. For example, Abdillah et al. (2022), discovered that altruistic leadership (a virtuous leadership style) depresses staff members from keeping their information from other colleagues based on their research from diverse functional backgrounds in Indonesia. Al Hawamdeh (2022) discovered in another study that modest leadership behavior reduced their subordinates' propensity to be involved in two types of information hiding (elusive hiding and acting dumb). According to Nguyen et al. (2022), transformational leadership helps workers resolve issues and promotes information sharing rather than knowledge concealing. In general, commitment refers to a worker's psychological bond with his or her employer (Abdillah et al., 2022).

When individuals perceive that sharing knowledge would be advantageous, they are more likely to engage in such sharing (Al-Kurdi et al., 2020). Building strong bonds and relationships with employees demonstrates leaders' acceptance of their multifarious backgrounds. Employees are more inclined to share their expertise in return when they experience a sense of commitment to their company as a result of inclusive leadership (Aboramadan et al., 2022). Leaders also foster an inclusive and equal work environment that encourages employees to share knowledge and power among themselves while encouraging other forms of communication within the group (Abbasi et al., 2022). Information sharing refers to the conveyance of information, ideas, expertise, and other forms of support among employees to achieve a goal or specific task (Hassan et al., 2018).

Information sharing is a multifaceted procedure of creation job related and communal evidence available to others so they may cooperate to resolve glitches, make new ideas, or tool structural procedures (Crans et al., 2021). Open knowledge sharing surely has numerous benefits. For instance, structural novelty be contingent on uniting and integrating knowledge

to grow original procedures, products, visions, and answers (Ojiako et al., 2022). Open information sharing and a helpful communication climate have been shown to be beneficial in this procedure (Kim et al., 2020). People carefully consider their expertise and how it applies to the context while imparting knowledge. This self-reflection enhances their capacity to exhibit more creative work behavior (Schoonus, 2018). Employees, involved as active, spirited, and content agents in their effort, are accountable to take risk (Russel et al., 2018). Leaders who hold inclusivity are more likely to show deliberation for the prospects and feelings of their followers, leading them to be more supportive of their colleagues (Bannay et al., 2020).

Emotional attachment to the organization, plays a significant role in other voluntary and discretionary behaviors, such as sharing knowledge only when one is inclined to do so for the good of others or the organization (Cuguero et al., 2019). Contentment is a sign of someone's initial dedication to their company. When workers are rewarded for their job happiness, a strong commitment may be formed towards the particular organization (Soomro and Shah, 2019). Leaders must pay close attention to the demands and difficulties that their staff members encounter (Tummers and Bakker, 2021).

Employee loyalty to their companies greatly increased by inclusive leaders who offer resources and assistance, which fosters a culture of knowledge exchange (Gbobaniyi et al., 2023). One of the most important elements in encouraging knowledge sharing in organizations is inclusive leadership (Aboramadan et al., 2022). Employee engagement and a sense of belonging are fostered by inclusive leadership, which is characterized by its openness, support, and respect for other viewpoints (Carmeli et al., 2010). Inclusive leaders foster cultures where

people feel appreciated and free to contribute their expertise, which strengthens organizational commitment and fosters better teamwork (Radu, 2023).

Research on inclusive leadership has demonstrated the advantages of addressing the demand for a sense of belonging when workers have high-quality working connections (Carmeli et al., 2010). Employee commitment arises when they attempt to maintain their organizational citizenship membership, strive to match their actions with these aims to attain them, and feel that they can relate to the organization's overarching objectives and values (Abbasi et al., 2022). Workers who are dedicated to their organizations can grow in beneficial ways that help them accomplish their objectives (Cownie, 2019). Yet, a lack of emotional connection to the organizations will cause workers to perform poorly, which will raise turnover rates (Abbasi et al., 2022). As per the theory of social exchange, inclusive leaders foster a positive workplace culture that encourages reciprocity among staff members and makes them feel obligated to stick with the company to maintain the optimistic exchange association (Chen and Tang, 2018). Employees feel that there is a social exchange when leaders act inclusively, and this strengthens their dedication to the company. They are thus encouraged to exchange information, which strengthens the mutually beneficial character of professional connections (Cropanzano and Mitchell, 2005). To comprehend how inclusive leadership affects collaboration, it is essential to grasp how organizational commitment acts as a mediator between knowledge-sharing behavior and leadership. This shows that how employee in the work place enthusiastic and act as a promoter of an environment in which people encourage open communication, innovation, commitment towards organization which connects with inclusive leadership style with knowledge sharing behavior. The study also encourages to

develop powerful leadership style that increase the culture of learning in the organization and gives knowledge for involvement. As per the above arguments, the hypothesis four is as;

***H4:** Organizational commitment mediates the relationship between inclusive leadership and knowledge sharing behavior.*

2.6.5 Moderation Effect of Task Complexity

The extent of challenging and complicated assignments which are link with the job activities is known as task complexity (Xu et al., 2020). In case of complicated and challenging task, it required support from the leaders which creates a bond between employee and a leader and ultimately increase the association between inclusive leadership and organizational commitment. Teammate shows tilt towards their leaders when they face any challenging or difficult task because they give them support as well as motivation to complete the task on time (Zeng et al., 2020). If inclusive leader is available, accessible and approachable then it will help employees to decrease their stress level and they are hopeful to complete the difficult task and bypass the hurdles on time with the help of their expertise (Ahmed et al., 2021). Ultimately, it supports their enthusiasm towards organization and helpful for their peer as well.

Task complexity in an organizational setting refers to how difficult a task is seen to be by an individual (Afsar et al., 2020). However, the task's nature continues to be crucial to how well individuals perform in terms of origination (Hughes et al., 2018). Employees are driven to explore new ideas when complex tasks require a range of skills (Mahmood et al., 2019). Complicated tasks often prompt group discussions on workplace matters, where inspired and capable team members contribute perspectives that foster the development of a shared understanding of the necessity for change (Afsar and Umrani, 2020). Additionally, complex

activities support employees' basic requirements, such as their demand for competence and for autonomy (Demircioglu and M.A, 2021).

Complex jobs increase employees' enthusiasm for their work tasks and their desire to complete that job (Afsar and Umrani, 2020). High job complexity can cause employees to feel more stressed and unsure, thus leaders must be competent in leading teams through difficult situations. According to recent studies, job complexity affects workers' attitudes and behaviors, especially in terms of how people see the efficacy of leaders (Wurtz et al., 2023). When faced with highly complicated tasks, employees frequently experience elevated levels of pressure and uncertainty. Inclusive leaders are essential in mitigating these difficulties by offering assistance and direction. Inclusive leadership creates a climate in which team members are at ease raising issues and soliciting help (Zhang et al., 2021). Internal motivation is vital for individuals to exert effort and engage in learning, as these internal needs provide the resilience necessary to continue in the face of challenges, conflicting outcomes, and performance expectations (Gorman et al., 2012). The straight impact of empowered leadership on both team learning behavior and team creativity was heightened by the complexity of the team assignment (Zhang and Kwan, 2018). As complexity increases, the knowledge, abilities, and skills of an individual are unlikely to align flawlessly with the demands of the work (Afsar and Umrani, 2020).

The contributions of every team member are essential for success in assignments with a high degree of complexity. Inclusive leaders foster team cohesiveness and cooperation, which facilitates collaborative problem solving (Nembhard and Edmondson, 2006). Teams working on difficult tasks reported higher levels of commitment when led by inclusive leaders who were viewed as approachable and encouraging (Wurtz et al., 2023). Leadership is more

important in these situations (López-Cabarcos et al., 2022). High intrinsic motivation combined with a challenging assignment may help leaders more quickly influence their team members' desire to engage in creative endeavors (Mahmood et al., 2019). The assistance provided by inclusive leaders is more important in complicated settings to increase commitment (Shore and Chung, 2022).

Task complexity is projected to be the main factor influencing employee interest and motivation in the creative process, supported by significant autonomy, a wide range of skill sets, and other contextual factors (Afsar and Umrani, 2020). The intricacy of tasks varies and necessitates a range of leadership competencies for their completion. Leaders are challenged by highly complicated jobs since they require a larger level of skill, which might lead to leaders believing they are inadequate (Ali et al., 2018). According to the cognitive evaluation hypothesis, motivation is influenced by task and job variables (Xu et al., 2020). Therefore, even in situations where their work is not strictly standardized and organized, workers who take initiative and handle complicated tasks are more receptive to novel approaches and modifications. Completing challenging activities can influence an individual's motivation and encourage them to become more driven (Jung et al., 2020).

Workers that are working on very complicated jobs are more likely to understand the need of inclusive leadership. To succeed in these situations, team members' contribution is essential. Employee participation in decision-making is actively encouraged by inclusive leaders, who also emphasize the value of employees' contributions (Barak et al., 2016). Furthermore, personnel are encouraged to use effective tactics for successful job performance when tasks are highly complicated (Campbell, 1991). Employees gain motivation, self-efficacy, and a sense of success when they complete challenging jobs. Employees depend on

their leaders for guidance and assistance in high-complexity settings, therefore the impacts of inclusive leadership on commitment are more obvious (Rodrigues and Rebelo, 2023).

Employees have difficulties as banking procedures get more complex, necessitating cooperation and assistance from their managers (Rikhardsson et al., 2021). Task complexity in the banking industry can result from a variety of consumer requirements, technology improvements, and regulatory compliance (Von Solms, 2021). Depending on the leadership style used, high job complexity might either help or impede knowledge exchange (Oubrich et al., 2021). By offering the required tools and creating a positive atmosphere, inclusive leaders may assist in navigating these issues, boosting organizational commitment and encouraging knowledge-sharing practices (Zamiri and Esmaeili, 2024).

Staff members who have a strong and powerful responsive connection toward organization when they think that their goals are linked with organizational goals and also believe that they are led by inclusive (Liu et al., 2017). There is a positive link between inclusive leadership style and commitment with the organization especially when team members face difficult and different task so they need support from their leaders and they help them to complete the assignment (Huang et al., 2023). High task or challenging task require support and motivation so inclusive leadership and organizational commitment has a positive link because in high complex task, there is a bond between leadership and staff member which leads to job satisfaction (Zhang et al., 2021). For high complex tasks in which employee needs more assistance and motivation is critical then impact of inclusive leadership on commitment with the organization is more crucial (Huang et al., 2023).

Complex tasks play an important role as a moderator between inclusive leadership and organizational commitment because it highlights how practice of a leadership changes the

work style of a team member, how they both update their working style and how they collaborate for new ideas which results in their growth. It helps pleasant work environment as well. As per the above arguments, the hypothesis five is as;

H5: *Task Complexity moderate the relationship between inclusive leadership and organizational commitment such that if task complexity is high then relationship between inclusive leadership and organizational commitment would be strengthen.*

2.7 Model of the Study

The following is a theoretical framework for the investigation of the moderating part of job complexity and the mediating role of organizational commitment among inclusive leadership and knowledge sharing behavior in Pakistani Islamic banks.

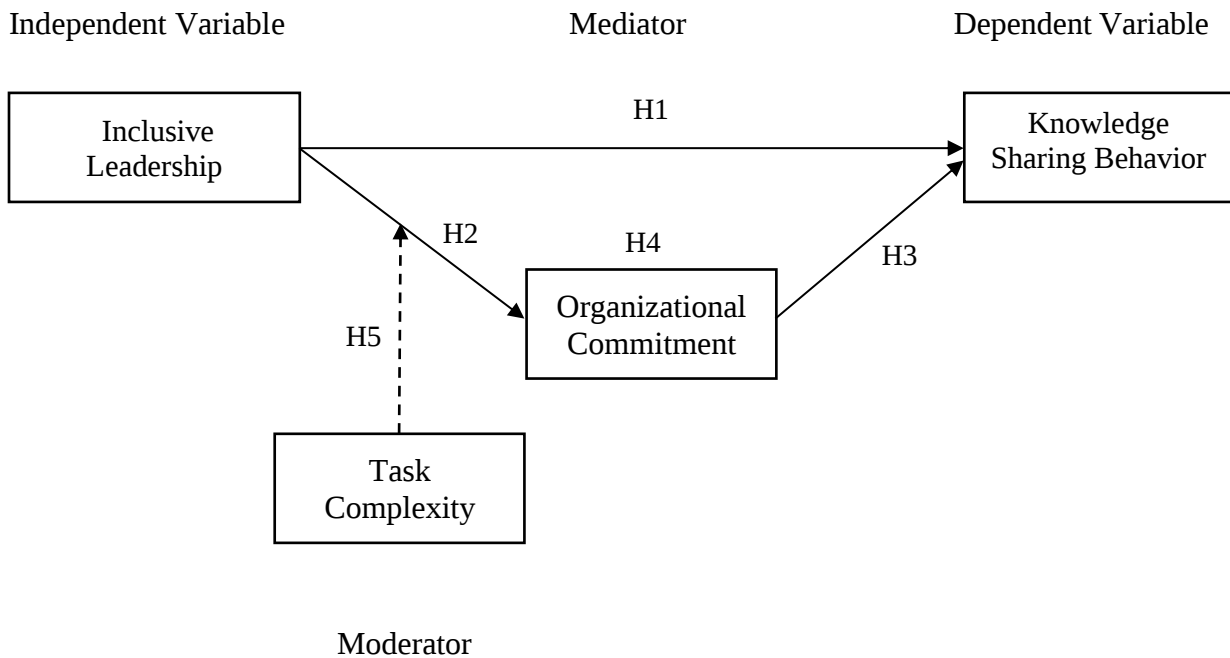


Figure 2.7: Model of the Study

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The chapter consists of research methodology. The research aims to examine the influence of inclusive leadership on knowledge-sharing behavior, precisely exploring the part of organizational commitment as an intermediary and task complexity as a moderator. A comprehensive research methodology has been developed to address these objectives. This methodology incorporates a well-structured study design, careful selection of data collection techniques, and the use of an appropriate illustration from the mark population. Additionally, the reliability of variables has been thoroughly evaluated, and appropriate research tools have been employed.

3.2 Research Paradigm and Philosophy

The research paradigm comprises of six essential coatings of research onion which are philosophy, approach, strategy, choices, time horizons, and data collection methods (Saunders et al., 2007). The deductive approach was used in this study. Furthermore, a questionnaire survey was carried out in single point of time by using convenience technique.

3.2.1 Research Design

This study employs quantitative research design to investigate the relation between inclusive leadership, organizational commitment, knowledge sharing behavior and task complexity. The explanatory aspect allows to identify how inclusive leadership influences the

knowledge sharing behavior through organizational commitment and task complexity in Islamic banks of Pakistan.

3.2.2 Time Horizon

The study adopts cross sectional time horizon, in which data was collected at a single point in time using questionnaire. The study focuses on how inclusive leadership affects knowledge sharing behavior with mediation of organizational commitment and moderation of task complexity. The cross-sectional design offers a rapid and effective way to study these relationships in the real organizational environment. It also saves time and resources as compared to repeated and long-term data collection approach i.e. longitudinal study.

3.3 Operational Definitions:

3.3.1 Organizational Commitment:

An individual's emotional connection, identification, and engagement with a specific organization (Rehman et al., 2011).

3.3.2 Inclusive Leadership:

A leadership style that cultivates an atmosphere where all staff members feel appreciated, respected, and empowered to contribute is known as inclusive leadership. In order to foster a sense of psychological safety, it entails leaders exhibiting traits like fostering diversity, aggressively seeking feedback from every team member, fostering cooperation, guaranteeing equity, and addressing prejudices. In order to create cohesive and productive teams, inclusive leaders place a high value on transparency, equity, and respect for diversity (Nembhard and Edmondson, 2006).

Inclusive leaders are open to various viewpoints, reachable to all employees, and obtainable to provide direction and support to confirm equal access to chances (Shore, 2018).

3.3.3 Knowledge Sharing Behavior:

Team members communicate with one another on the assignment, exchanging thoughts, facts, and suggestions (Srivastava et al., 2006).

3.3.4 Task Complexity:

Task complexity is defined by the level of inspiring and exciting demands associated with a particular task (Sia and Appu, 2015).

3.4 Population:

The appropriate cohort for investigating the moderating role of job complexity and the mediating influence of organizational commitment among inclusive leadership and knowledge sharing behavior were employees in Islamic banks in Pakistan. This choice is pertinent due to the adherence of Islamic banks to Shariah-compliant banking practices. Employees from functional management and middle management from various departments or functional areas of all full-fledged Islamic banks of Pakistan i.e. Al Baraka, Bank Islami, Dubai Islamic, Meezan Bank, Faysal Bank and MCB Islamic Bank who are at various hierarchical levels, such as Account Opening Officers, Tellers, Branch Service Officers, Senior Branch Service Officers, Manager Operations, back office staff and Branch Managers etc., were make up the population.

This research work has selected all full fledged Islamic banks in Pakistan because the variable knowledge sharing behavior and inclusive leadership could be best studied among them in line with their prevailing issues illustrated in the problem statement. The justification of choosing the Islamic Banks of Pakistan is also evident with the fact that service industry contributes 57.7% in the GDP of Pakistan as per the report of economic survey of Pakistan 2024.

Secondly Islamic banking contributes approx. 25.04% of the market share from overall banking sector of Pakistan as per the report of SBP March 2025. Furthermore, promoting cooperation and managing through complexity need inclusive leadership. In the banking industry, sharing knowledge is essential to successful decision-making and growth. Maintaining trust and stability requires organizational commitment, and job complexity adds intricacy to the dynamics of leadership and knowledge-sharing in various banking operations.

Islamic banking is considered the best alternative of conventional banking but still there is a room for improvement in employee behaviors. Thus, the concept and relation on the moderating component of job complexity and the mediating factor of organizational commitment among inclusive leadership and knowledge sharing behavior is being investigated.

3.5 Unit of Analysis:

The unit of examination are individuals from functional and middle level management of Islamic banks of Pakistan. It includes Account Opening Officers, Tellers, Branch Service Officers, Senior Branch Service Officers, Manager Operations, back office staff and Branch Managers etc. Those individuals were chosen because they have straight influenced by leadership and they are the key donors to both knowledge sharing and organizational commitment. The well-defined group also indulge in day to day events, internal communication and service delivery and they also intermingle and close with administration and philosophy of the bank. Their work performance can also inspiration by how they face difficulties while finishing their responsibilities and what are the expectations from the bank from them. Their observation about inclusive leadership and willingness to share knowledge

is critical to understand that how leadership style influence organizational growth in Islamic banks of Pakistan.

3.6 Determination of Sample Size:

The population size for this research work is consist of approximately participants (including Account Opening Officers, Tellers, Branch Service Officers, Senior Branch Service Officers, Manager Operations, back office staff and Branch Managers etc. from all full fledge Islamic banks of Pakistan, as per the statistics gathered from their HR departments. The minimum sample size of 370 (roughly) may be required from the population frame work of 5001-10000 at the 95% confidence interval for the 05% margin error (Saunder et al., 2009). As per (Kelloway, 1998), the trial size of 200 is adequate for the attainment of generalized results. On the other hand (Krejcie& Morgan, 1970) came up with formula for the calculation of minimum trial size.

$$S = \frac{X^2 NP (1-P)}{d^2 (N-1) + X^2 P (1-P)}$$

The term N is the mathematical expression, represents the total population size (13082); the term P is refers to population proportion (0.5) that is usually assumed to 50% (maximum possible sample size); the term d indicates the degree of accuracy (0.05) usually assumed to be 5% margin of error and the term X refers to constant value of 1.96 at 95% confidence level. By putting these values, it can be calculated as,

$$S = \frac{(1.96)^2 13082 (0.5) (1-0.5)}{(0.05)^2 (13082-1) + (1.96)^2 (0.5) (1-0.5)}$$

$$S = 373$$

It becomes clear that, using the limited population of (Krejcie and Morgan, 1970), a minimum sample size of (373) would be needed for this study endeavor in order to produce acceptable and generalized results at a 95% level of confidence.

3.7 Sample and Sample Technique:

3.7.1 Rationale

Convenience sampling was the primary method used to draw the sample for this investigation. There are no probabilities in the convenience sampling strategy; instead, data obtained based on the researcher's convenience. It is hard to use probability sampling (stratified or random) or to calculate sample size based on probability sampling without having access to the full population under investigation (Cooper and Schindler, 2011).

3.7.2 Population

The sample comprises managers and employees from Islamic banks in Pakistan's main cities, such as Islamabad, Rawalpindi, Peshawar, and so on. Data was gathered using questionnaires.

3.7.3 Sample Size

There was a distribution of about 450 questionnaires among participants across Pakistan's Islamic banks that represent the most accurate representation of the nation's bank representatives in demonstrating the effect of inclusive leadership on information sharing behaviour, with mediation of organizational commitment and moderation of task complexity. A total of 373 employees' sample has been gathered from the Islamic banking industry of Pakistan from main cities, such as Islamabad, Rawalpindi, Peshawar, and so on.

3.8 Data Collection:

Data was collected from all full-fledged Islamic banks of Pakistan through questionnaire. Only the appropriated staff got the questionnaires. Those well-chosen Islamic bank employees allowed plenty of time to complete the paperwork. Additionally, reminders were also given to the concerned for timely collection of data. All of the data gathered through the completion of surveys kept private and utilized solely for academic purposes.

3.9 Data Analysis:

The statistical programme SPSS used to evaluate the quantitative data gathered during the empirical investigation. SPSS makes it simple to harvest graphic presentations and statistical analysis (Norusis, 2006). Furthermore, we tested the hypotheses and validate the measurement model, structural model, and model fitness by using Smart-PLS software (Ringle et al., 2005).

3.10 Instrumentation:

This research work has adapted the validated research measures of previous researches for the research constructs.

3.10.1 Inclusive Leadership:

09 items scale has been used in this study for Inclusive Leadership by (Carmeli et al., 2010). The research items are scaled on 5-point Likert scale 1-5. Cronbach's α for this scale was recorded as 0.94 by previous researches i.e. (Carmeli et al., 2010). One of the scale items included: My supervisor is open to hearing new ideas (Openness).

3.10.2 Task Complexity:

04 items scale used in this study for task complexity was developed by (Maynard and Hakel, 1997) to measure the task complexity. All items will be answered through 5-points

Likert scale 1-5. Cronbach's α for this scale was recorded as 0.81 which was used by (Afsar and Umrani, 2020). One of the scale items included: I found my job as a complex task.

3.10.3 Knowledge Sharing Behavior

09 items scale used in this study for knowledge-sharing behavior which was established by (Shao et al. (2012, $\alpha = .98$), Srivastava et al. (2006, $\alpha = .94$), Hau et al. (2013, $\alpha = .91$), Farooq et al. (2014, $\alpha = .89$), and Chung et al. (2016, $\alpha = .93$) to measure the knowledge sharing. All items will be answered through 5-points Likert scale 1-5. Cronbach's α for this scale was recorded as 0.98 which was used by (Sonmez and Adiguzel, 2020). One of the scale items included: I often share my work experience or expertise with colleagues at my institution.

3.10.4 Organizational Commitment:

06 items scale used in this study for organizational commitment which was developed by (Meyer et al., 1993) to degree the organizational commitment. All items will be answered through 5-points Likert scale 1-5. Cronbach's α for this scale was noted as 0.84 which was used by (Yasin et al., 2023). One of the scale items included: I would be very happy to spend the rest of my career with this bank.

CHAPTER 4

RESULTS

This chapter presents the results from the analysis conducted to examine the relationships between inclusive leadership, organizational commitment, task complexity, and knowledge-sharing behavior in Islamic banks of Pakistan. The findings provide insights into the direct, mediating, and moderating effects outlined in the study's conceptual framework.

4.1 Demographic Results

Table 4.1: Demographic Results

Category	Subcategory	N	%
Gender	Female	68	18.2%
	Male	305	81.8%
Age	18-25	53	14.2%
	26-35	174	46.6%
	36-45	123	33.0%
	46-55	23	6.2%
Marital Status	Divorced	1	0.3%
	Married	251	67.3%
	Single	121	32.4%
Educational Background	Bachelor's degree	143	38.3%
	Doctorate	10	2.7%
	Master's degree	220	59.0%
Name of Organization	AlBaraka Bank	41	11.0%
	Bank Islami	61	16.4%
	Dubai Islamic Bank	44	11.8%
	Faysal Bank	67	18.0%
	MCB Islamic Bank	52	13.9%

	Meezan Bank	108	29.0%
Work Experience	01 - 05 years	112	30.0%
	06 -10 years	87	23.3%
	11-15 years	69	18.5%
	Less than 01 year	42	11.3%
	More than 15 years	63	16.9%

The gender distribution shows 305 males (81.8%) and 68 females (18.2%) out of 373 participants, indicating a male-dominated sample.

The age distribution of participants indicates that the majority, 174 (46.6%), are between 26-35 years, followed by 123 (33.0%) aged 36-45. A smaller proportion, 53 (14.2%), fall in the 18-25 age group, while only 23 (6.2%) are between 46-55 years. This distribution suggests a predominance of participants in their prime working years, with fewer younger and older individuals represented.

The marital status distribution shows that most participants, 251 (67.3%), are married, followed by 121 (32.4%) who are single. Only 1 participant (0.3%) is divorced, indicating that most respondents have stable marital relationships.

The educational background of participants shows that 220 (59.0%) hold a master's degree, 143 (38.3%) have a bachelor's degree and 10 (2.7%) possess a doctorate or professional degree, indicating that the majority are highly educated with postgraduate qualifications.

The organizational distribution shows that most participants, 108 (29.0%), are from Meezan Bank, followed by 67 (18.0%) from Faysal Bank and 61 (16.4%) from Bank Islami. Other contributors include MCB Islamic Bank with 52 (13.9%), Dubai Islamic Bank with 44

(11.8%), and AlBaraka Bank with 41 (11.0%). This distribution highlights Meezan Bank as the most represented organization in the study.

The work experience distribution shows that 112 participants (30.0%) have 1-5 years of experience, followed by 87 (23.3%) with 6-10 years, and 69 (18.5%) with 11-15 years. Additionally, 63 (16.9%) have over 15 years of experience, while 42 (11.3%) have less than 1 year, indicating a balanced mix of early-career and seasoned professionals.

4.2 Descriptive Statistics

Table 4.2: Descriptive Statistics

Name	Missing Values	Mean	Scale min	Scale max	Standard deviation	Excess kurtosis	Skewness	Cramér-von Mises p value
IL1	0	3.871	1.000	5.000	1.105	0.675	-1.082	0.000
IL2	0	3.968	1.000	5.000	1.011	1.115	-1.153	0.000
IL3	0	4.011	1.000	5.000	0.982	1.759	-1.299	0.000
IL4	0	4.003	1.000	5.000	0.959	0.943	-1.068	0.000
IL5	0	3.845	1.000	5.000	0.950	1.331	-1.133	0.000
IL6	0	3.952	1.000	5.000	1.006	1.519	-1.253	0.000
IL7	0	3.834	1.000	5.000	1.113	0.390	-1.040	0.000
IL8	0	3.850	1.000	5.000	1.115	0.688	-1.134	0.000
IL9	0	3.802	1.000	5.000	1.162	0.345	-1.040	0.000
OC1	0	3.375	1.000	5.000	1.238	-0.863	-0.436	0.000
OC2	0	3.491	1.000	5.000	1.218	-0.530	-0.702	0.000
OC3	0	3.206	1.000	5.000	1.224	-1.005	-0.303	0.000

OC4	0	3.343	1.000	5.000	1.243	-0.926	-0.370	0.000
OC5	0	3.550	1.000	5.000	1.226	-0.497	-0.720	0.000
OC6	0	3.509	1.000	5.000	1.168	-0.331	-0.742	0.000
TC1	0	3.576	1.000	5.000	1.193	-0.666	-0.534	0.000
TC2	0	3.777	1.000	5.000	1.174	0.038	-0.916	0.000
TC3	0	3.807	1.000	5.000	1.113	0.216	-0.925	0.000
TC4	0	3.812	1.000	5.000	1.109	0.178	-0.902	0.000
KSB1	0	3.968	1.000	5.000	1.035	1.363	-1.290	0.000
KSB2	0	4.067	1.000	5.000	1.008	2.097	-1.474	0.000
KSB3	0	3.960	1.000	5.000	1.015	1.728	-1.339	0.000
KSB4	0	4.029	1.000	5.000	0.981	2.040	-1.412	0.000
KSB5	0	3.995	1.000	5.000	1.025	1.661	-1.353	0.000
KSB6	0	3.686	1.000	5.000	1.074	0.191	-0.835	0.000
KSB7	0	4.169	1.000	5.000	0.842	3.385	-1.492	0.000
KSB8	0	4.257	1.000	5.000	0.853	4.499	-1.796	0.000
KSB9	0	4.139	1.000	5.000	0.889	2.631	-1.404	0.000

The descriptive statistics reveal that participants generally responded positively across the constructs. For IL, mean scores range from 3.802 to 4.011, with moderate variability (SD between 0.950 and 1.162) and a consistent left-skewed distribution, indicating participants rated these items higher. OC shows mean values between 3.206 and 3.550, with slightly higher variability (SD between 1.168 and 1.243) and near-normal to mildly left-skewed distributions. TC items have means ranging from 3.576 to 3.812, reflecting moderate agreement with relatively balanced distributions, as suggested by kurtosis values close to zero. KSB scores are notably high, with means between 3.686 and 4.257, lower variability (SD from 0.842 to 1.074),

and pronounced left skewness, showing a tendency toward higher ratings. All items display significant deviations from normality, as indicated by the Cramér-von Mises p-values (0.000). These findings suggest that participants hold favorable views of inclusive leadership and knowledge-sharing behavior, with varying degrees of organizational commitment and perceptions of task complexity.

4.3 Measurement Model

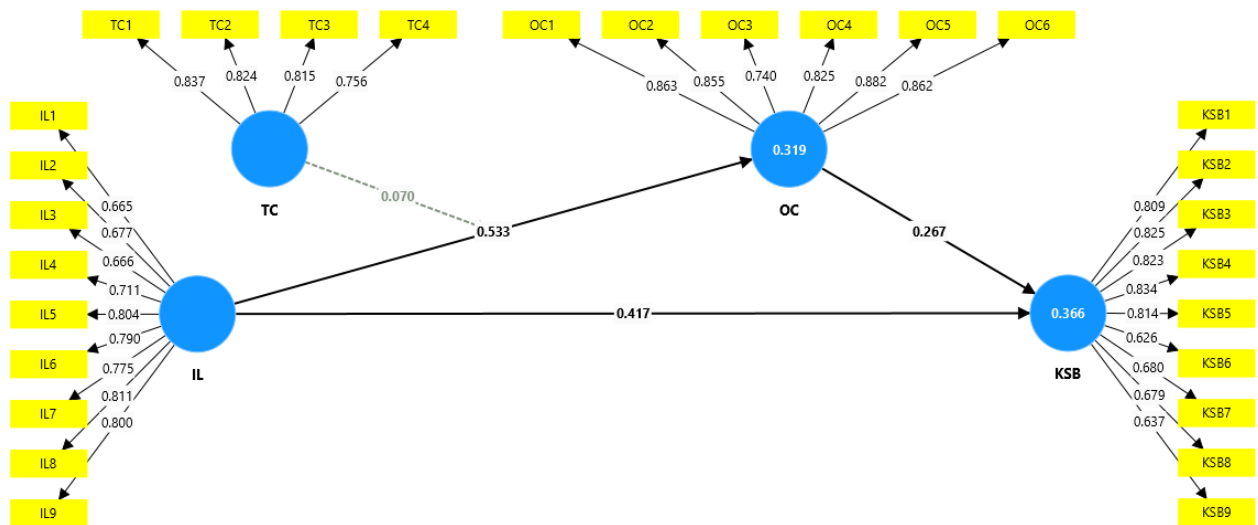


Figure 4.3: Measurement Model

The measurement model illustrates IL, TC, OC, and KSB relationships. IL is measured by nine items (IL1 to IL9) with strong loadings ranging from 0.665 to 0.811, indicating reliable measurement. TC, assessed by four indicators (TC1 to TC4), shows solid reliability with loadings between 0.756 and 0.837. Six items (OC1 to OC6) represent OC with loadings from 0.740 to 0.882, confirming a well-defined structure. KSB, measured through nine items (KSB1 to KSB9), has loadings ranging from 0.637 to 0.834, demonstrating good reliability.

The path coefficients indicate that IL significantly positively impacts KSB (0.417) and strongly influences OC (0.533). In turn, OC positively impacts KSB with a moderate

coefficient of 0.267. However, the influence of TC on OC is minimal, with a weak coefficient of 0.070. The model explains 31.9% of the variance in OC ($R^2 = 0.319$) and 36.6% in KSB ($R^2 = 0.366$). These results suggest that IL plays a critical role in enhancing KSB directly and indirectly through OC, while TC shows limited impact on OC within this context.

4.4 Factor Loading

Table 4.4: Factor Loading

	IL	KSB	OC	TC
IL1	0.665			
IL2	0.677			
IL3	0.666			
IL4	0.711			
IL5	0.804			
IL6	0.790			
IL7	0.775			
IL8	0.811			
IL9	0.800			
KSB1		0.809		
KSB2		0.825		
KSB3		0.823		
KSB4		0.834		
KSB5		0.814		
KSB6		0.626		
KSB7		0.680		
KSB8		0.679		
KSB9		0.637		

OC1	0.863
OC2	0.855
OC3	0.740
OC4	0.825
OC5	0.882
OC6	0.862
TC1	0.837
TC2	0.824
TC3	0.815
TC4	0.756

The factor loadings indicate the strength of relationships between the observed items and their latent constructs: IL, KSB, OC, and TC. For IL, loadings range from 0.665 to 0.811, with strong loadings for items 5 (0.804), 8 (0.811), and 9 (0.800). KSB shows high loadings, with most items above 0.800, except for items 6 (0.626), 7 (0.680), 8 (0.679), and 9 (0.637), indicating some variability but acceptable reliability. OC displays robust loadings from 0.740 to 0.882, confirming internal solid consistency, particularly for items 5 (0.882) and 6 (0.862). TC has loadings between 0.756 and 0.837, with all items performing reliably. Items 1 (0.837) and 2 (0.824) strongly align with the TC construct.

4.5 Construct Reliability and Validity

Table 4.5: Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
IL	0.901	0.908	0.919	0.558
KSB	0.903	0.918	0.920	0.566

OC	0.915	0.921	0.934	0.704
TC	0.830	0.882	0.883	0.654

The construct reliability and validity results confirm that all constructs exhibit strong measurement properties. IL, KSB, OC, and TC show high internal consistency, with Cronbach's Alpha values ranging from 0.830 to 0.915. Composite reliability (ρ_a and ρ_c) for all constructs is above 0.88, indicating robust reliability. The AVE values, ranging from 0.558 to 0.704, exceed the 0.50 threshold, ensuring sufficient convergent validity. These results confirm that the constructs are measured reliably and capture a significant portion of variance from their indicators.

4.6 Discriminant Validity

Table 4.6: Heterotrait-Monotrait Ratio (HTMT) - Matrix

	IL	KSB	OC
IL	1		
KSB	0.603		
OC	0.578	0.530	
TC	0.255	0.311	0.276

The Heterotrait-Monotrait Ratio (HTMT) matrix confirms discriminant cogency amongst the concepts. All HTMT values are below the threshold of 0.85, indicating that each construct is distinct. Specifically, the HTMT values are 0.603 between IL and KSB, 0.578 between IL and OC, 0.530 between OC and KSB, and the highest is 0.311 between TC and KSB. This confirms that the constructs measure different concepts with adequate discriminant validity.

4.7 Collinearity Statistics (VIF)

Table 4.7: Collinearity statistics (VIF): Collinearity statistics (VIF)

	VIF
IL1	2.440
IL2	2.799
IL3	2.223
IL4	2.107
IL5	2.434
IL6	2.290
IL7	3.533
IL8	4.498
IL9	2.854
KSB1	2.571
KSB2	3.119
KSB3	2.869
KSB4	3.031
KSB5	2.756
KSB6	1.574
KSB7	2.937
KSB8	2.785
KSB9	2.133
OC1	2.856
OC2	2.767
OC3	1.789
OC4	2.631

OC5	3.439
OC6	2.759
TC1	1.555
TC2	2.049
TC3	1.980
TC4	1.725

The collinearity statistics indicate that all items' variance inflation factor (VIF) values remain within acceptable limits, with most values below 5. The highest VIF is observed for IL8 at 4.498, but this is still within the acceptable range, suggesting no severe multi collinearity issues. Overall, the VIF values indicate that the predictors are not highly correlated, ensuring the reliability of the model estimates.

4.8 Model Fit

Table 4.8: Model Fit

	Saturated model	Estimated model
SRMR	0.080	0.082
d_ULS	2.597	2.742
d_G	0.935	0.938
Chi-square	2042.371	2050.765
NFI	0.724	0.723

Table presents the model fit indices for both the saturated and estimated models. The Standardized Root Mean Square Residual (SRMR) values for the saturated (0.080) and estimated model (0.082) fall within the commonly accepted threshold of ≤ 0.08 , indicating a borderline but generally acceptable fit (Fan and Sivo, 2005). The d_ULS and d_G discrepancy

measures also show minimal differences between models, suggesting good convergence. Importantly, the Normed Fit Index (NFI) values of 0.724 for the saturated model and 0.723 for the estimated model, fall below the conventional cutoff of 0.90. However, this is not unusual in models that are complex and include moderation or mediation effects. Several empirical studies have acknowledged NFI values above 0.70 as sufficient, particularly when other indices also support model adequacy (Yusoff, 2012; Nimako and Mensah, 2013; Vukovic, 2024). This relatively low NFI may also be due to model's complexity and the characteristics of the sample, both of which can influence fit index values, especially incremental ones like NFI. Therefore, in light of the acceptable SRMR, good convergence represented by minor discrepancies in d_{ULS} , d_G , and support from prior empirical precedents, the model can be considered to demonstrate an overall acceptable fit for the interpretation and hypothesis testing.

4.9 R Square

Table 4.9: R Square

	R-square	R-square adjusted
KSB	0.366	0.362
OC	0.319	0.313

The R-square values indicate that the model explains 36.6% of the variance in KSB and 31.9% in OC. The adjusted R-square values, slightly lower at **0.362** for KSB and 0.313 for OC, account for the number of predictors, confirming that the model's explanatory strength remains consistent.

4.10 F Square

Table 4.10: F Square

	KSB	OC
IL	0.194	0.369
OC	0.079	
TC		0.031
TC x IL		0.011

The F-square values show that IL has a moderate effect on KSB (0.194) and a substantial effect on OC (0.369). OC has a negligible effect on KSB (0.079). TC has a minimal impact on OC (0.031), and the interaction term TC × IL also shows a negligible effect (0.011).

4.11 Structural Model

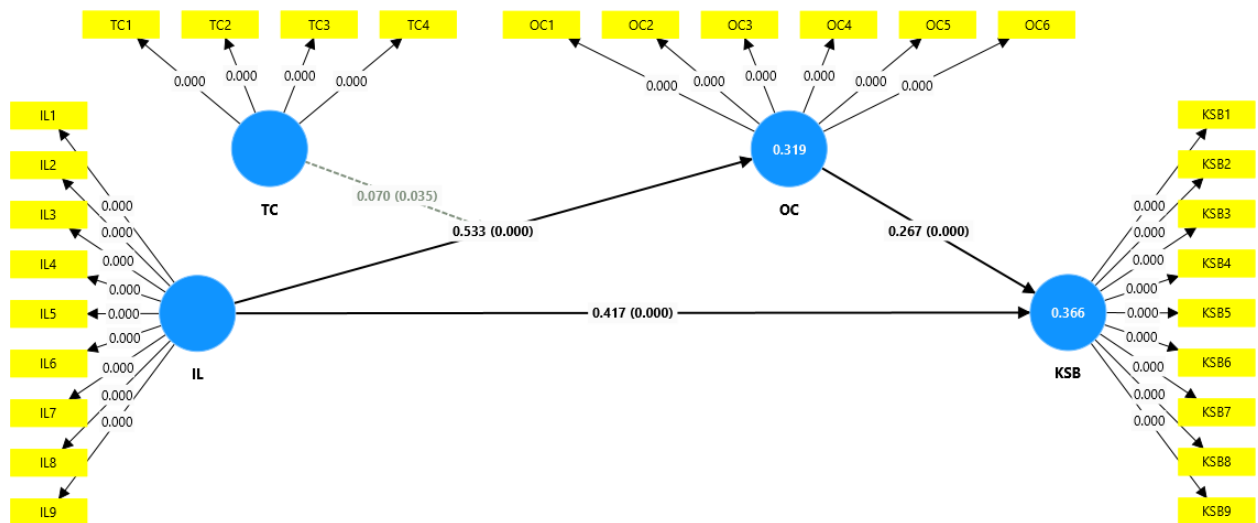


Figure 4.11: Structural Model

The SEM diagram shows the structural relationships among IL, TC, OC, and KSB. The direct path from IL to KSB has a coefficient of 0.417 ($p = 0.000$), indicating a significant positive impact. IL also influences OC with a path coefficient of 0.533 ($p = 0.000$), suggesting a strong relationship. OC positively impacts KSB with a coefficient of 0.267 ($p = 0.000$).

interaction between TC and IL shows a minimal effect on OC with a coefficient of 0.070 ($p = 0.035$). The R^2 values indicate that IL and OC explain 36.6% of the variance in KSB, and IL explains 31.9% in OC. These results confirm that IL is crucial in driving KSB directly and indirectly through OC, with TC showing a weaker influence.

4.12 Path Analysis

Table 4.12: Path Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
IL -> KSB	0.417	0.421	0.060	6.938	0.000
IL -> OC	0.533	0.534	0.045	11.865	0.000
OC -> KSB	0.267	0.265	0.061	4.390	0.000

The path analysis confirms all relationships are significant. IL to KSB (0.417, $t = 6.938$, $p = 0.000$) and IL to OC (0.533, $t = 11.865$, $p = 0.000$) show strong positive effects. OC to KSB (0.267, $t = 4.390$, $p = 0.000$) indicates a moderately positive impact, highlighting IL's key role in influencing both OC and KSB.

4.13 Mediation Analysis

Table 4.13: Mediation Analysis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
IL -> OC -> KSB	0.142	0.142	0.035	4.051	0.000

The mediation analysis shows a significant effect of OC in the relationship between IL and KSB. The IL to OC to KSB coefficient is 0.142, with a t-value of 4.051 and a p-value of 0.000, indicating that OC effectively mediates the relationship. This result underscores the importance of OC in enhancing the influence of IL on KSB.

4.14 Moderation Analysis

Table 4.14: Moderation Analysis

Predictor	Coefficient	Std. Error	p-value	t-value	Sig. (p)
TC x IL -> OC	0.070	0.072	0.033	2.105	0.035

The moderation analysis indicates that the interaction between TC and IL on OC shows a coefficient of 0.070, with a t-value of 2.105 and a p-value of 0.035, suggesting that the relationship between IL and OC is positively moderated by TC. These results highlight the importance of TC in enhancing the influence of IL on OC.

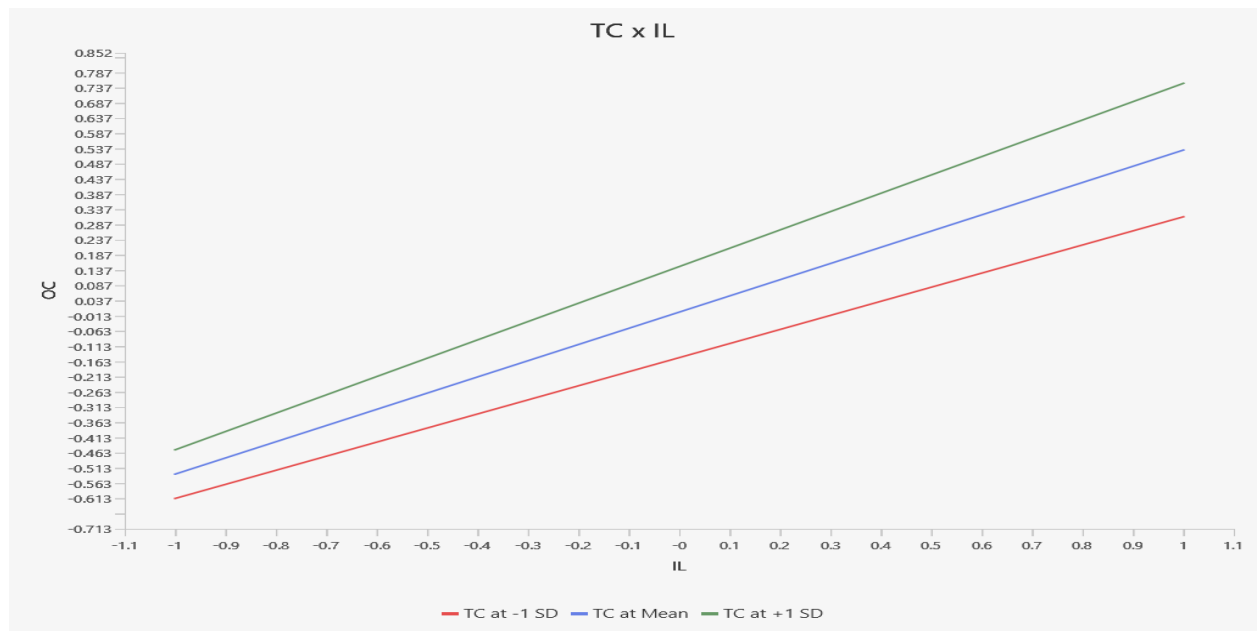


Figure 4.14: Moderation Graph

The moderation graph illustrates the interaction between TC and IL concerning OC. The green line represents TC at +1 standard deviation (SD), indicating a stronger positive relationship with OC as IL increases. The blue line depicts TC at the mean, showing a moderate relationship, while the red line illustrates TC at -1 SD, reflecting a weaker positive relationship with OC. This visualization effectively demonstrates that higher levels of TC enhance the positive effect of IL on OC, highlighting the moderating role of TC in this relationship.

4.15 Summary of Results

Table 4.15: Results Summary

Hypotheses	Hypothesis Statement	Results Decision
H1	Inclusive leadership has a positive impact on knowledge-sharing behavior	Supported
H2	Inclusive leadership has a positive impact on organizational commitment	Supported
H3	Organizational Commitment Has a Positive Impact on Knowledge-Sharing Behavior	Supported
H4	Organizational commitment mediates the relationship between inclusive leadership and knowledge-sharing behavior	Supported
H5	Task Complexity Moderates the Relationship between Inclusive Leadership and Organizational Commitment, Strengthening the Relationship under High Complexity	Supported

CHAPTER 5

DISCUSSION

This chapter of the study consist of the findings of inclusive leadership, task complexity, organizational commitment and knowledge sharing behavior in Islamic banks of Pakistan. The chapter also line up the finding with current literature and asses either the hypothesis is supported or rejected. Moreover, the conversation that has been highlighted for the purpose of practical implication and company's' goals, encourage their importance to the exclusive context of Islamic banking in Pakistan. Furthermore, it also reports the limitation of the current study, it also suggests the directions for further research and it also ensures positive contribution to theory and practices.

5.1 Discussion

The statistical results confirm that inclusive leadership knowingly indorses knowledge-sharing behavior. Workers are further eager to transfer knowledge when they think that their assistances are recognized, appreciated, and authorized by their managers (Carmeli et al., 2010). Inclusive leadership nurtures an atmosphere that vigorously inspires the conversation of miscellaneous notions and viewpoints, generating a wisdom of emotional care that simplifies the unrestricted stream of information. Staff members in the work place are voluntary to share their skills, provide solutions without having hesitation, they also involve with other department for connections and coordination (Nguyen et al., 2022; Luo et al., 2021).

In Islamic banking sector where knowledge sharing considered as ethical and religious obligation. Team members belongs to any department work as a team or in a union and they all align and abide by the rules of shariah principles and policies developed by operations, and

required regular coordination (Nurdin et al., 2020). Inclusive leadership style promotes a belief system in which team members, irrespective of pyramid, act self-possessed contributive their philosophies and visions, nurturing problem-solving and novelty (Randel et al., 2018). Workers who have faith and those who are confident are more active to share their information and skills and they always go for new ideas and creativity to generate more solutions. Inclusive leadership decreases interior hurdles to communicate by enhancing and encouraging for open environment, they also ensure participation in knowledge sharing with other team members. Those employees who share knowledge with other employees result in better decision making in organization because real time observation and sharing of information plays a key role for growth and success especially in banks (Luo et al., 2021). Employees perceive approachable, inclusive leaders as receptive to feedback, encouraging them to share their expertise. This practice enhances team performance and drives better organizational outcomes (Haider et al., 2022). Ultimately, inclusive leadership nurtures a continuous learning and collaboration culture, helping organizations remain competitive and resilient in dynamic industries.

The findings establish that inclusive leadership positively influences organizational commitment. Employees tend to develop stronger emotional connections with their organizations when they feel respected, valued, and included by their leaders (Liu et al., 2017). Inclusive leadership promotes fairness, transparency, and trust, donating to organization in which staff members feel authorized to shine (Zhang et al., 2021). Managers who engage in inclusive practices foster a sense of belonging, reinforcing employees' commitment to the organization. This relationship aligns with the principles of social exchange theory (Blau, 1964), suggesting that employees reciprocate favorable treatment by displaying higher loyalty and dedication. When employees perceive that their voices are heard and valued, their

engagement and retention increase (Mwesigwa et al., 2020; Warren et al., 2023). Additionally, inclusive leadership encourages employee involvement in decision-making processes, enhancing emotional investment in the organization (Lee, 2022). In Islamic banking, employees must commit to corporate objectives and ensure compliance with religious guidelines, necessitating a deep sense of responsibility and commitment. Leaders who involve employees in key decisions cultivate ownership and accountability, driving commitment to achieving institutional goals (Suhandiah et al., 2023). The results emphasize that inclusive leadership motivates employees to perform better and strengthens retention, critical for long-term success in competitive industries.

The results validate that organizational commitment is critical in fostering knowledge-sharing behavior. Employees who are emotionally invested in their organizations develop a more profound sense of responsibility, leading them to contribute to success actively through knowledge-sharing initiatives (Al-Kurdi et al., 2020). Their commitment encourages them to exceed job expectations by engaging in collaborative behaviors and providing essential knowledge to colleagues and cross-functional teams, even without immediate rewards (Hassan et al., 2018). A high level of organizational commitment strengthens employees' intrinsic motivation, making them more inclined to share expertise as a meaningful contribution rather than an obligation. This dynamic is particularly significant in Islamic banking, where compliance with complex financial and religious frameworks requires collaboration across all departments (Rahmayati, 2021). Committed employees ensure seamless knowledge transfer to maintain regulatory compliance, swiftly address challenges, and drive efficiency. Moreover, organizational commitment fosters a culture of continuous learning and innovation. Committed employees engage in knowledge exchange and create a dynamic environment that

encourages creativity and problem-solving (Nguyen et al., 2022). This collaborative culture ensures that the organization remains agile and capable of responding to challenges. Through consistent knowledge-sharing, employees establish best practices, maintain high performance, and drive long-term sustainability.

The mediation analysis underscores the pivotal role of organizational commitment in linking inclusive leadership with knowledge-sharing behavior. Inclusive leaders foster organizational commitment by promoting an environment where employees feel acknowledged and respected, inspiring participation in organizational activities (Shore et al., 2018). Employees who feel supported by inclusive leaders develop a sense of loyalty, motivating them to engage in discretionary behaviors such as knowledge-sharing, which contributes to organizational success. According to social exchange theory, positive interactions with leaders cultivate reciprocal relationships where employees repay the organization through higher engagement and participation (Nguyen et al., 2022). Inclusive leadership nurtures this reciprocity by empowering employees to share expertise without fear of criticism or exclusion. In Islamic banking, where financial and religious compliance is essential, empowered employees are critical in ensuring smooth operations by sharing essential knowledge across departments (Haider et al., 2022). Organizational commitment strengthens the connection between inclusive leadership and knowledge-sharing behavior by providing a psychological bridge that aligns personal motivations with organizational goals. As employees develop emotional attachment to the organization, they become more willing to share knowledge contributing to problem-solving, innovation, and compliance efforts (Marques et al., 2019). Fostering inclusive leadership and organizational commitment is essential for cultivating a knowledge-sharing culture that enhances adaptability and long-term performance.

The moderation analysis reveals that task complexity strengthens the positive relationship between inclusive leadership and organizational commitment. Complex tasks present challenges that require employees to rely heavily on guidance and support from their leaders. Inclusive leadership facilitates teamwork and collaboration, helping employees overcome the difficulties posed by intricate tasks (Mahmood et al., 2019). In highly regulated industries, such as Islamic banking, employees must manage multiple layers of compliance balancing operational requirements with religious obligations. These tasks often demand cross-departmental collaboration and innovative problem solving. Inclusive leaders enhance employees' ability to meet these demands by fostering open communication and shared responsibility (Suhandiah et al., 2023). This leadership style ensures employees feel valued and empowered, strengthening their emotional attachment to the organization. Task complexity provides opportunities for skill development and professional growth. As employees navigate complex work scenarios, they experience a sense of accomplishment and become more invested in their roles and the organization (Huang et al., 2023). Cognitive evaluation theory explains that complex tasks increase intrinsic motivation, which deepens organizational commitment when combined with inclusive leadership (Nguyen et al., 2022). Leaders who adopt inclusive practices in challenging situations enhance employee performance and foster long-term engagement and loyalty. These findings highlight the importance of prioritizing inclusive leadership in complex environments. By cultivating a sense of belonging and encouraging teamwork, inclusive leaders help employees navigate challenges effectively, resulting in higher levels of organizational commitment. This synergy between inclusive leadership and organizational commitment enables organizations to achieve sustainable performance and remain competitive in demanding industries.

5.2 Theoretical Implications

In this study, substantial advances are made to the channels of theoretical knowledge about leadership and knowledge-sharing behavior, especially concerning the Islamic bank in Pakistan. On this basis, it builds on existing leadership theories and underscores the concepts of incorporation of inclusive leadership and knowledge-sharing culture motivated by strong employee commitment. Hypothesis one of this study drew from the principles of inclusive leadership, whereby employee participation is encouraged, unlike most top-down leadership models, as it results in better workforce engagement and productivity (Haider et al., 2022). These findings support the SET because the results revealed that the leaders earned the trust of employees in knowledge sharing; on the same note, reciprocal behaviors exhibited positive behaviors expected from leaders and other employees (Blau, 1964; Wang et al., 2019). This research confirms how inclusive leadership boosts employee engagement, improving organizational results through knowledge sharing. Integrating task complexity as a moderator contributes to the existing literature on this research topic. A lot of leadership research lacks consideration of task dynamics as a major mediating variable, despite any research in leadership primarily focusing on the direct influence of leadership on employee behavior. This research helped fill the gap on the one hand and demonstrate that inclusive leadership becomes important much more when the workers face challenging tasks that involve problem-solving (Afsar and Umrani, 2020). When things go wrong, managers who are available and engaged allow employees to speak up, work together and collectively reveal hidden information, which increases organizational learning and innovation (Zhang et al., 2021). Also, the positive effect of organizational commitment as a mediator makes the leadership theories adopt new perspectives that expose how organizational commitment enhances knowledge sharing among

employees within vastly different banking contexts (Mwesigwa et al., 2020). These insights enhance leadership literature and emphasize the importance of adapting leadership styles to different task contexts. By connecting inclusive leadership with task complexity and organizational commitment, this study provides a more nuanced understanding of how leadership impacts collaborative behavior, opening new avenues for further exploration in leadership research, particularly in knowledge-intensive sectors.

5.3 Practical Implications

The results of the present study provide practical recommendations for Islamic banks and other organizations involved in enhancing the knowledge-sharing process and building employee engagement. In the research, inclusive leadership should prioritize fosters collaboration, such that climate is engineered to improve the work climate, and individuals feel valued and encouraged to contribute (Carmeli et al., 2010). From the results presented above, it would be farther to recommend that management design courses that target the promotion of leadership behavior more sensitive to diversity. Employer should actively involve with employees in order to build trust, making them willing to share knowledge with others (Haider et al., 2022). A second, more specific practical consideration relates to the creation of consonance between organizational policies and collaboration goals. In organizational performance evaluations or using bonuses or other motivational techniques, organizations should recognize individuals, groups, or departments engaged in knowledge sharing to foster an organizational culture of knowledge exchange (Afsar and Umrani, 2020). Organizations should open and extend these efforts by integrating cross-functional teams where several employees can share their expertise across departments and foster the organization's innovation. It is expected that information will be open and shared across the different levels

of the organization, thus making the levels of communication open, in this case enables the efficient transfer of knowledge across the company (Roberson et al., 2022). Further, the current study needs to identify Islamic banks' nonexistent cultural and religious adherence that can be integrated into the inclusive leadership model. Within these actions, leaders must ensure that inclusive practices follow Shariah, as compliance increases employees' trust and customer satisfaction (Rahmayati, 2021). This is more so if the critical sector involves high levels of employee turnover, such as in the banking industry. Through feelings of inclusion as an aspect of leadership, established organizations, particularly banks, should reduce turnover costs through high rates of employees' retention (Malik et al., 2022). The research also stresses the idea, asserting that organizations must include inclusive leadership in their strategic plans to meet new opportunities arising in the evolving financial environment. Given their reliance on knowledge-intensive operations, these practical recommendations are essential for Islamic banks. Implementing these leadership practices will improve knowledge sharing and strengthen organizational commitment and employee well-being, ensuring that banks remain competitive in a rapidly evolving market (Mehdiabadi et al., 2020).

5.4 Limitations

Several limitations pertain to this research that control, while this study provides significant findings for the research on inclusive leadership and knowledge-sharing behavior. The first constraint arises from the fact that this research work has been confined to the analysis of Islamic banks in Pakistan, which will not apply to similar organizations in other industries or countries with dissimilar cultural and economic backgrounds. This again raises the concern that leadership knowledge-sharing discovered in the Islamic banking sector may not be transferable to other organizations or sectors, particularly conventional banking. Furthermore,

cross-sectional surveys are again used, which may be employed as a limitation to the study. This approach only spotlights the levels of the variables at a certain time. It hence fails to account for fluctuation in leadership behavior, task challenges, and knowledge-sharing dynamics that might occur over time. Perhaps a longitudinal study could yield more protracted findings about how these relationships change. Thus, the data source is based on self-report, where respondents may volunteer socially acceptable responses rather than actual behavioral indicators. This raises the spectra of measurement error because the individuals are likely to have different understandings of what the survey questions are asking. Moreover, the study focuses on four variables only: inclusive leadership, organizational commitment as unidimensional, the complexity of the task, and knowledge-sharing behavior. It would be useful to extend the study by including more variables to better understand the overall picture of leadership practices and employee behavior across different settings, for example, trust, information technology, digitalization, or organizational culture.

5.5 Future Research

These findings pave the way to several research directions for future work. One primary future research avenue is incorporating longitudinal designs to study the mediated effect of inclusive leadership on knowledge-sharing behavior over time. A dynamic research approach would result in a greater understanding of how and why attitudes and leadership practices change over time, especially when there are changes in organizational or market factors. The other possible topic is comparing plants in contrasting cultural or industrial environments. Further research, perhaps based on this study but investigating Islamic banking in non-Islamic countries or perhaps in non-banking sectors, could then determine if the socio-technical relationships observed in the current research hold in other settings. Comparing consolidated

data could reveal moderation of inclusive leadership on organizational behavior in knowledge-intensive sectors such as health, education, or technology sectors. To understand their effects on leadership, more research could also be conducted to consider moderating factors, including the employee's well-being, digital or organizational culture, or innovations. The current study examined the organizational commitment as unidimensional variable. In future, multidimensional approach can be used i.e. affective, normative, and continuous commitment (Meyer and Allen, 1991). A more fascinating research area would be how technology-integrated tools like collaborative work systems support visual, inclusive leadership in virtual workplaces. Furthermore, there is the possibility that researchers could examine the differences among employees to identify which of the characteristics relating to personality or level of motivation to share knowledge is compatible with specific leadership behavior or style in enhancing knowledge-sharing activities. In future research, it will be possible to build on this study by using other leadership models of a higher degree of sophistication, including the transformational or ethical leadership models, to determine the moderating effects on knowledge-sharing practices, innovative work behavior and employees' engagement. This would provide a much deeper understanding of how different approaches to leadership enhance the organizational culture of collaboration and innovation.

5.6 Conclusion

This study aimed to investigate the impact of inclusive leadership on knowledge sharing behavior in the context of Islamic banks in Pakistan, considering the mediating role of organizational commitment and the moderating effect of task complexity. Drawing on Social Exchange Theory, the research emphasized how reciprocal relationships between leaders and employees influence positive workplace behaviors. The findings strongly support the

hypothesized model and offer meaningful insights into leadership and organizational behavior in a religious and culturally distinct context. One of the primary findings of this study is that inclusive leadership significantly enhances employees' willingness to share knowledge. Leaders who demonstrate openness, accessibility, and fairness create an environment of psychological safety, encouraging employees to express their ideas and share expertise. Moreover, inclusive leadership was found to positively influence organizational commitment. Employees who feel respected and valued by their leaders are more emotionally attached to the organization, which increases their loyalty and engagement. This emotional attachment plays a crucial mediating role between leadership and knowledge sharing behavior, reinforcing the idea that committed employees are more likely to contribute to collective learning and innovation. The study also established that task complexity moderates the relationship between inclusive leadership and organizational commitment. In environments with high task complexity, the need for supportive and inclusive leadership becomes even more critical. When employees are faced with challenging responsibilities, inclusive leaders help reduce ambiguity, provide guidance, and strengthen the leader employee bond, thereby enhancing commitment and subsequent knowledge sharing. From a theoretical perspective, this research contributes to leadership and knowledge management literature by validating the applicability of inclusive leadership in non-Western, faith-based institutions. Practically, the findings suggest that Islamic banks should promote inclusive leadership styles to improve employee engagement and create a knowledge-sharing culture. This is essential for organizational growth, innovation, and sustained competitiveness in a rapidly changing financial landscape. Future research could expand this model by exploring other mediators such as trust or psychological safety and comparing leadership dynamics between Islamic and conventional

banks. Longitudinal studies may also offer deeper insights into the long-term impact of inclusive leadership on employee behavior and organizational outcomes.

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APPENDIX I

Research Survey Questionnaire

Respected Sir / Madam,

I am a MS (scholar) from NUML, Rawalpindi pursuing my degree in Management Sciences program. It is requested to please fill in this questionnaire to be carried for my dissertation work. I would like to inform you that the information provided on this questionnaire solely for research purpose and it will be held confidential. **Thank you for your precious time.**

Task Complexity (Maynard and Hakel, 1997)

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	I found my job as a complex task	1	2	3	4	5
2	My task is mentally demanding	1	2	3	4	5
3	My task required a lot of thought and problem solving	1	2	3	4	5
4	I found my job to be a challenging task	1	2	3	4	5

Inclusive Leadership (Carmeli et al., 2010)

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	My supervisor is open to hearing new ideas (Openness)	1	2	3	4	5
2	My supervisor is attentive to new opportunities to improve work processes (Openness)	1	2	3	4	5
3	My supervisor is open to discuss the desired goals and new ways to achieve them (Openness)	1	2	3	4	5
4	My supervisor is available for consultation on problems (availability)	1	2	3	4	5
5	My supervisor ensures an ongoing 'presence' in the team, means someone who is readily available (availability)	1	2	3	4	5
6	My supervisor is available for professional questions I would like to consult with him/her (availability)	1	2	3	4	5
7	My supervisor is ready to listen to my requests (availability)	1	2	3	4	5

8	My supervisor encourages me to access him/her on emerging issues (accessibility)	1	2	3	4	5
9	My supervisor is accessible for discussing emerging problems (accessibility)	1	2	3	4	5

Organizational Commitment (Meyer et al.,1993)

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	I would be very happy to spend the rest of my career with this bank	1	2	3	4	5
2	I really feel as if this bank's problems are my own	1	2	3	4	5
3	I feel that I have too few options to consider leaving this bank	1	2	3	4	5
4	I do feel "emotionally attached" to this bank	1	2	3	4	5
5	I do feel like "part of the family" at the bank	1	2	3	4	5
6	I owe a great deal to the bank	1	2	3	4	5

Knowledge Sharing Behavior (Shao et al. (2012, $\alpha = .98$), Srivastava et al. (2006, $\alpha = .94$), Hau et al. (2013, $\alpha = .91$), Farooq et al. (2014, $\alpha = .89$), and Chung et al. (2016, $\alpha = .93$))

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	I often share my work experience or expertise with colleagues at my institution.	1	2	3	4	5
2	I like to share with my colleagues the information I have learned using the information and communication technologies in my institution.	1	2	3	4	5
3	I'm happy to share my study reports with colleagues in the institution I work with.	1	2	3	4	5
4	In my institution, I always share or where my colleagues are looking for the information.	1	2	3	4	5
5	I actively participate in the discussion on complex issues in my institution.	1	2	3	4	5
6	I share multimedia files, such as information, media, images or videos, with colleagues.	1	2	3	4	5
7	If I have a specific knowledge of how to fulfill the organizational task, I will tell other employees.	1	2	3	4	5
8	In my institution, I always help my colleagues to find the information they need.	1	2	3	4	5
9	I share my private knowledge and expertise with colleagues.	1	2	3	4	5