

THE MODERATING ROLE OF INCLUSIVE LEADERSHIP ON THE INTERPLAY BETWEEN PSYCHOLOGICAL SAFETY, PERCEIVED ORGANISATIONAL SUPPORT AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR IN HOTELS

Elton VAKIRA ¹, Brighton HUROMBO ^{2*}, Patricia SAIDI¹

¹ Lupane State University, Department of Human Capital Development, Faculty of Commerce, Lupane, Zimbabwe; eltonvakira@gmail.com (E.V.); patriciaupenyusaidi@gmail.com (P.S.)

² University of Botswana, Department of Tourism and Hospitality Management, Faculty of Business, Gaborone, Botswana; hurombob@yahoo.co.uk (B.H.)

Citation: Vakira, E., Hurombo, B., & Saidi, P. (2026). The moderating role of inclusive leadership on the interplay between psychological safety, perceived organisational support and organisational citizenship behaviour in hotels. *Geojournal of Tourism and Geosites*, 65(2), 631–641. <https://doi.org/10.30892/gtg.65201-1706>

Abstract: The study examines the effect of psychological safety and perceived organisational support on organisational citizenship behaviour (OCB), with inclusive leadership as a moderating variable, within the hotel sector of Zimbabwe. Specific objectives of the study were to: (1) determine the influence of psychological safety on OCB, (2) examine the influence of perceived organisational support on OCB, (3) establish the influence of inclusive leadership on OCB (4) to ascertain the moderating influence of inclusive leadership on the relationship between psychological safety and OCB and to (5) ascertain the moderating influence of inclusive leadership on the relationship between perceived organisational support and OCB. Based on the Social Exchange Theory, the study conducted a quantitative research methodology, using a questionnaire survey administered on a sample of 226 participants. Participants were drawn from 12 hospitality establishments in the Midlands region of Zimbabwe using a clustered sampling technique, supported by simple random sampling. SPSS Statistics v30 was used to analyse data, with some correlation and regression analysis tools being employed. The Macro Process by Hayes version 4 was used to measure the moderating effect of inclusive leadership. The study's results confirmed that both psychological safety and perceived organisational support have a moderate and positive relationship with OCB. Furthermore, inclusive leadership was found to significantly moderate these relationships, strengthening the impact of psychological safety and perceived organisational support on OCB. The findings affirm the relevance of SET in explaining how reciprocal exchanges between employees and their organisations foster positive workplace behaviours. It is recommended that hotels prioritise inclusive leadership development to enhance the effects of organisational support structures and psychological safety on employee engagement and organisational citizenship behaviour.

Keywords: Organisational citizenship behaviour, psychological safety, perceived organisational support, inclusive leadership, hotel sector, social exchange theory

* * * * *

INTRODUCTION

The hotel sector is part of the larger service industry and is characterised by severe competition (Hussein et al., 2023). The success or failure of the hotel industry is largely dependent on the qualities of its customer-facing staff (Nazarian et al., 2019; Hurombo et al., 2025), who are its biggest leverage for competitive differentiation through service quality (Gjurašić & Lončarić, 2018). This is because the quality of service hinges more on their work attitudes and service performance (Nazarian et al., 2020). Additionally, and more importantly, literature alludes that the success and effectiveness of frontline staff is favourably influenced by the abilities of managers to orchestrate organisational citizenship behaviour (OCB) among these staff (Nazarian et al., 2020).

OCB relates to the behaviour that exceeds the job tasks of an employee, such as helping a workmate and taking on an extra responsibility without looking forward to receiving any payment or appreciation (Aboramadan et al., 2022). As more companies seek to enhance employee engagement, it becomes increasingly important to understand how to transform workers into active organisational citizens (Obiora & Okpu, 2015). This is because OCB is a critical factor in the success of organisations in service industries, including hotels, where customer interface staff are often required to meet the unpredictable guest needs, needs of their guests (Nazarian et al., 2020). Thus, the hotel industry must actively consider methods for inducing OCB in its employees in order to enhance competitive advantage (Gjurašić & Lončarić, 2018).

There is therefore a growing need to investigate factors that contribute to OCB (Aboramadan et al., 2022), and researchers are continuously trying to investigate these factors (Obiora & Okpu, 2015). As such, a number of variables such as job satisfaction, organisational commitment, age, tenure, kinship responsibilities, education, experience, rate of employment, job

* Corresponding author

availability, and personality effects have been observed in this connection (Obiora & Okpu, 2015; Aboramadan et al., 2022). However, there is still a need to examine more factors with different correlations and contexts. For example, studies on the factors that influence OCB in the hotel service industry are rare (Gjurašić & Lončarić, 2018). More specifically, the role of inclusive leadership, psychological safety and perceived organisational support on OCB remains underexplored, regrettably also, in hotels; in a developing country perspective such as Zimbabwe. This implies, therefore, that little effort has been done to describe how the relationship between these aforementioned variables influences the development of OCB in hotels. In attempting to fill this void, within the Zimbabwean hospitality sector context; the present study therefore examines the effect of psychological safety and perceived organisational support on organisational citizenship behaviour (OCB), with inclusive leadership as a moderating variable. Specific objectives of the study include:

- To determine the influence of psychological safety on OCB.
- To examine the influence of perceived organisational support on OCB.
- To establish the influence of inclusive leadership on OCB.
- To ascertain the moderating influence of inclusive leadership on the relationship between psychological safety and OCB.
- To ascertain the moderating influence of inclusive leadership on the relationship between perceived organisational support and OCB.

The rest of this paper is organised as follows. There is a review of literature on the constructs employed, culminating in the development of the hypotheses. The next section explains how the data was gathered and analysed, followed by the presentation and discussion of the results. Finally, the implications of our study are gleaned, the study's limitations as well as the suggestions for future research, are also provided.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Theoretical Framework

The study employs the social exchange theory (SET) developed by Homans (1959). The theory is based on the expectations of people (Munir et al., 2016) such that when one part of the relationship process provides the other with a benefit that is viewed as important, the other part is obliged to reciprocate by proffering something of value to the other part (Oparaocha, 2016). Thus, a good relationship between the two parties generates positive behaviour, which positively impacts productivity. Further, when the relationship is stable, it paves the way for trust and continuous mutual understanding between the parties involved (Chinomona & Mofokeng, 2016).

Therefore, this theory was used as it resonates with the variables of the current study which are namely OCB, psychological safety, inclusive leadership and perceived organisational support. Therefore, if the employees think that their relationship with the employer is balanced, and what they are receiving is of value, they reciprocate effectively, with a positive attitude which erodes thoughts of leaving the organisation (Harden et al., 2018). In other words, if the employees perceive that the employer or the organisation upholds the tenets of psychological safety, inclusive leadership and perceived organisational support, they will cultivate a spirit of organisational citizenship and may want to remain with the organisation. Conversely, when employees are dissatisfied with the relationship, they are likely to discontinue the relationship, which involves the organisation (Chinomona & Mofokeng, 2016).

Organisational Citizenship Behaviour

Abane (2016) defined OCB as the individual behaviour that is optional, not directly or recognised by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organisation. This means that organisations are not coerced by law to reward the behaviour of employees displayed towards their organisations. Organisational citizenship behaviour can thus be articulated as work behaviour that is discretionary and not directly connected to an organisation's rewards system (Mitonga-Monga et al., 2017).

There is no consensus in the literature on the number of OCB dimensions (Mahembe & Engelbrecht, 2014); therefore, the study discussed five dimensions of OCB, which were coined by Organ (1988) which including altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Altruism is an optional behaviour that aims to help other employees, especially, for example, an employee can assist those employees or colleagues who are overwhelmed with work. Further, employees with altruistic behaviour also strive to educate other employees with work overload on new methods of labour, new employees' orientation and training (Hidayah & Harnoto, 2018). Altruism expounds that employees will be well-versed with knowledge, and they will be willing to impart that knowledge to other people who are around them. On the other hand, courtesy behaviour shows that the employee is willing to save the organisation without a problem. It shows that the employee is not self-centred and the mandate is to make sure that the goals of the organisation are realised (Abane, 2016).

Employees who exhibit conscientious behaviour are committed and loyal to the organisation. It means that those employees are ready to obey rules and regulations, disciplined with optimum use of time and high levels of productivity, which spills over to organisational profitability (Yu et al., 2018). The person who displays sportsmanship behaviour is generous towards others in an organisation or any situation. The person will be willing to work under inflexible stipulations without any complaints. The person is tolerant in coping with others and accepting in the absorption of disagreeable situations, endures or accepts less-than-ideal circumstances without complaining and making problems bigger than they are (Abane, 2016; Mahembe & Engelbrecht, 2014). Last but not least, civic virtue is related to the individual's preparedness or readiness to participate in every part of the occasion. The employee is ready to be involved in social activities and attend all meetings that are called for by the organisation without any resistance or complaints. However, there are OCB dimensions that are directed to members (OCB-I), that as altruism and courtesy and OCB dimensions that are directed to the organisation (OCB-O), conscientiousness, sportsmanship and civic virtue (Mitonga-Monga, 2019).

Psychological Safety

Maslow (1945) defines psychological safety as a feeling of confidence, safety and freedom shown by employees when they are conversing with other group members in an organisation. It can also be viewed as a process of members' engagement in any risky action, and the implementation of these actions is safe and can be appreciated and accepted by the team members (Edmondson, 2023). The above explanations show that creating an environment which motivates employees to present themselves without any fear is vital because it encourages them to participate in decision-making. Thus, if there is psychological safety in an organisation, employees are not afraid to engage themselves in any debate or to echo their views during employee involvement in decision-making. It leads to improved communication, learning and team performance (Noack & Kaule, 2020). Thus, supporting employees in the workplace allows them to gain confidence when they are carrying out their daily duties (Hebles et al., 2022). Supportive actions from management help to improve employees' self-determination and interest in their daily work. Failure to support employees breeds insecurity among employees and a reduction of self-confidence (Brohi et al., 2021). When job roles are unclear, psychological safety is affected, and employee participation and involvement are likely to be very low (Tiwari & Lenka, 2016). In contrast, clear job roles create a psychologically safe environment and improve job involvement and commitment (Brown & Leigh, 2014). Therefore, the organisation needs to make sure that employees have clear job roles so that they can carry out their duties with confidence, and without making many errors and mistakes (Lyu, 2016). Further to the above, employees must be able to express themselves freely at work so that they can enhance their performance. Employees can express themselves at work if they feel that their contribution does not lead to punishment or humiliation (Lin et al., 2022). Employees who feel psychologically safe can concentrate more on accomplishing goals, regardless of challenges necessitated by new experiences and ideas. Further to the above assertion, employees who feel psychologically safe are not reticent to ask for feedback, report mistakes and seek help from colleagues. High psychological safety encourages employees to speak up, and it has a positive impact on employee retention, hence negatively affecting turnover intention. Psychological safety can thus be summarily explained in three dimensions noted above, which are support from management, clear job roles and self-expression. Thus, based on the preceding discussion, it can be proposed that:

H1: There is a positive relationship between PS and OCB.

Perceived Organisational Support

Perceived organisational support (POS) is described as the overall feeling of employees on how the organisation value their contribution and cares about their interests or wellbeing (Xu et al., 2022; Arasanmi & Krishna, 2019). Perceived organisational support is a very critical opinion that necessitates employees to continue working and develop positive behaviour towards the organisation (Kura et al., 2016). When an employee feels that the POS is high, the work attitude and enthusiasm improve, which enhances work engagement (Xu et al., 2022). If employees perceive that the organisation is not recognising their effort, the entity will record a high rate of absenteeism and increased labour turnover intention, which spills over to the actual turnover (Battistelli et al., 2016). The above notion means that high perceived organisational support is a robust negative predictor of turnover intention and it is well-recorded in the literature (Engelbrecht & Samuel, 2019). Perceived organisational support can generally be classified under four categories, which are fair treatment, supervisory support, rewards and job conditions. Fair treatment is considered the application of justice in performance appraisal and providing employees with opportunities to communicate their concerns to their superiors (Krishnan & Sheela, 2012). Fair treatment creates an environment where all employees are allowed to interact with their line managers about issues which affect their work performance. Supervisory support is explained as a process of creating an environment of work-family culture by supervisors. The environment will allow them to work as a family, supported by the line manager (Singh & Singh, 2013). In that respect, supervisors should create activities or strategies which support teamwork with their employees. Rewards and job conditions are a process whereby employees receive rewards that satisfy their psychological needs and work in a conducive environment. Employees always want to receive a salary that allows them to satisfy their needs (Hudie et al., 2017). Therefore, organisations should strive to offer competitive rewards to their employees. Based on the preceding discussion, it is thus argued that:

H2: There is a positive relationship between POS and OCB.

Inclusive Leadership

Inclusive leadership entails a leadership which avails itself to employees, understands employees' views and can be easily accessible (Mir, 2019). It is further described as a philosophy of coming to the table with employees, sharing ideas, and those who contribute something are respected, appreciated and treated fairly (Javed et al., 2017). Inclusive leaders attempt to include employees in discussions which enhances employee engagement. It is argued that employees who have access to discussions and decision-making openly speak, promote and generate new ideas (Javed et al., 2017).

In addition to the above tenet, inclusive leadership emphasise openness and supportive teamwork, which promotes employee belief in job fit (Mir, 2019). Inclusive leaders share the vision of the organisation with employees, and their ideas are incorporated (Javed et al., 2019). Under the lens of social exchange theory, inclusive leaders who exhibit accessibility, openness and availability provide beneficial resources to their employees. These resources improve employees' emotional and physical well-being in their work (Jalil, 2017). Inclusive leadership may thus be argued to comprise three components, which are openness, availability and accessibility. Openness means that leaders have the time to discuss some critical issues at work and make decisions with cooperation and interactions with their subordinates. Open communication invites input, which necessitates engagement (Rodriguez, 2018). Openness cultivates a scenario in which people feel a sense of psychologically safe to voice and bring in new critical ideas to the organisation (Carmeli et al., 2010). Availability of leaders

means that when employees are facing some challenges in their work, the leader is easily available for help or to give them a solution. Qi et al. (2019) highlight that inclusive leaders provide resources which comprise time, information, and support that trigger innovation behaviour. This also leads to employee engagement and reduced thoughts of leaving (Mir, 2019), leading to improved worker engagement (Qi et al., 2019). Thus, in view of the preceding discussion, the study proposes that:

H₃: There is a positive relationship between IL and OCB.

Moderating role of IL between PS, POS and OCB

Studies have shown that inclusive leadership significantly predicts organizational citizenship behavior and psychological safety, for example (Akgerman et al., 2024; Srivastava & Singh, 2023). Nevertheless, it is still not clear how inclusive leadership intersects with psychological safety and perceived organisational support to influence organisational citizenship behaviour in employees with a specific focus on the conditions of these relationships (Wang et al., 2024), a gap which the current study seeks to address. While inclusive leadership has been used by other scholars as a moderator, there seem to be limited studies that have employed the construct as a moderator on the relationship between psychological safety and organisational citizenship behaviour. Extant research seems to be scattered, with no clear-cut focus on a comprehensive examination of the moderating role of inclusive leadership on the constructs under study. For example, Ashikali et al. (2021) focused on the role of inclusive leadership on team ethnic-cultural diversity and inclusive climate in the public sector and confirmed a positive relationship. Wang et al. (2019) confirmed that inclusive leadership partially mediates the relationship between work engagement and innovative work behaviour (Wang et al., 2019). Some studies have instead highlighted the role of power distance orientation and tenure as moderators, while others emphasise psychological safety as a mediator without fully integrating perceived organisational support (Xuan, 2024; Wang et al., 2024). In spite of the dearth of literature on the constructs under study, some scholars loosely argue that inclusive leadership enhances psychological safety and perceived organisational support, which in turn promote organisational citizenship behaviour, forming a moderated mediation (Zaccone & Pedrini, 2024). Given the preceding discussions, it is therefore proposed that:

H₄: Inclusive leadership positively moderates the relationship between PS and OCB.

H₅: Inclusive leadership positively moderates the relationship between POS and OCB.

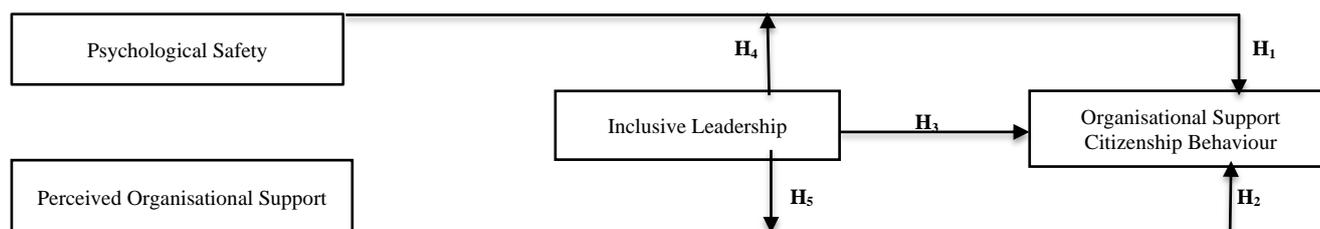


Figure 1. Proposed Conceptual Framework (Source: Self-Developed)

RESEARCH METHODOLOGY

Participants and sampling

The employees in the hotel industry who are based in the Midlands Province of Zimbabwe were used as the targeted population. The total number of employees obtained from the Human Resource Departments was 600. The study targeted 12 hotels operating in the Midlands Province. The target sample size for the survey questionnaire is calculated at 234 participants out of a population of 600 using the Krejcie & Morgan (1970) sample size calculation formula. The researchers adopted a probability sampling procedure to select participants for this study. Using probability sampling, a clustered sampling technique was used. The cluster sampling technique was employed because the population was geographically dispersed. Hotels in the Midlands Province are not in the same location; hence, clustered sampling was employed. The cluster sampling technique is cost-effective and saves time because the population is dispersed. This technique was also anchored by a simple random technique. Data were collected from four town clusters located in the province. These were, namely, the Gweru, Kwekwe, Shurugwi and Zvishavane towns. Table 1 below unveils the distribution of hotels visited for each cluster.

Table 1. Distribution of hotels visited per cluster in the Midlands Province

Cluster name	Gweru	Kwekwe	Shurugwi	Zvishavane
Number of hotels visited (N=12)	04	03	02	03

Data collection instrument

The current study used a closed-ended questionnaire to collect data. The questionnaire had two main sections. The first section was for the demographic characteristics of the participants. The second section consisted of 55 scale items, which fell under the hypothesised dimensions of ‘Organisational Citizen Behavior’, ‘Psychological Safety’, ‘Perceived Organisational Support’ and ‘Inclusive Leadership’. All items were measured on a five-point Likert scale, and respondents were asked to rate the items ranging from “strongly disagree” (1) to “strongly agree” (5). The questionnaire was pilot-tested on 15 potential respondents: 5 from Lupane State University and 10 from different hotels in the Midlands province. Constructive feedback ensured minor adjustments to scales and also the reduction in the size of the questionnaires, as respondents felt that the questionnaire was too long for them. The testing also revealed that it took less than 15 minutes to complete the questionnaire and that the readability of the questionnaire was acceptable across various educational levels. All

the questionnaires distributed in the survey were accompanied by an introductory letter providing the name of the researchers, affiliation, the purpose of the study, and the request directed to the participants, requesting them to take part in the research.

Data collection procedure and analysis

Questionnaires were self-administered face-to-face (122) and online, making use of Google Forms (112). Some of the employees were on leave during data collection, and some were busy at work; hence, it was imperative to use a Google form to distribute the questionnaire to all participants. This technique of collecting data online has become prevalent in research because it has been used by several scholars in collecting large data from the participants (Vakira & Shereni, 2025). The researchers emphasised the importance of transparency, informed consent, confidentiality, data protection and their right to withdraw from the study without any consequences. Explicit consent was obtained from employees before collecting data.

Data were analysed using the Statistical Package for the Social Sciences (SPSS version 30). Correlation analysis was used to analyse the results. A regression analysis model from SPSS was used to test all the hypotheses. The Macro Process by Hayes version 4 was used to measure the mediating effect of servant leadership (Martina & Ahmad, 2010).

Table 2. Demographic characteristics of the respondents

Characteristic	Frequency N = 226	Percentage (%)	Characteristic	Frequency N = 226	Percentage (%)
Gender			Education		
Male	75	33%	High School	111	49%
Female	151	67%	Diploma	66	29%
			Degree	35	16%
			Post graduate	14	6%
Age	Frequency N = 226	Percentage (%)	Work experience	Frequency N = 226	Percentage (%)
18-25 years	145	64.2%	Less than 1 year	55	24%
26-30 years	25	11.06%	1-5 years	101	45%
31- 35years	36	15.92%	6-10 years	43	19 %
36- 40 years	19	8.4%	11-20 years	22	10%
41 years and above	1	0.04%	21 years and above	5	2%
Departments	Frequency N = 226	Percentage (%)	Departments	Frequency N = 226	Percentage (%)
Management	11	4.9%	Housekeeping	53	24.5%
Human resources	22	9.7%	Kitchen	30	13.3%
Sales & Marketing	18	8 %	Restaurant	34	15%
Front Office	58	25.7%			

RESULTS AND DISCUSSION

Response rate and demographic characteristics of the respondents.

The research targeted 234 employees contracted in the Hospitality Industry of Zimbabwe. Out of the distributed questionnaires, 230 were returned; however, four were deemed unusable. Consequently, 226 questionnaires were valid for analysis, resulting in a response rate of approximately 97%. 109 of the returned questionnaires were gathered through Google Forms, while 117 were collected through physical distribution, which makes a total of 226 questionnaires. According to Saunders et al. (2016), a response rate exceeding 50% is considered adequate to ensure the validity of research findings. The results, as illustrated in Table 2, show that the majority of respondents were females, accounting for 151 respondents (67%), while male respondents constituted 55 (33%).

This indicates a gender parity within the hospitality sector, with a predominance of female employees. These results seem to resonate with earlier observations by the International Labour Organisation (ILO) and UNWTO report that women make up the majority of the tourism and hospitality workforce globally (Segovia-Pérez, 2019). It is argued that women generally account for 54% of the global tourism and hospitality workforce, and the figure can increase in some regions to between 60–70%, depending on the contexts (Segovia-Pérez, 2019).

In terms of age, the majority of employees fall within the 18 to 24 age group, accounting for N=145 respondents (64%), followed by those aged 25 to 35, with N=61 respondents (27%). These findings suggest that the sector largely comprises youthful employees, who may be energetic and well-positioned to drive organisational performance if appropriately motivated and placed in the right departments. In contrast, a smaller proportion of respondents were within the age of 41 to 45 (N=1 respondent, 0.4%) and the 36 to 40 age group (N=19 respondents, 8%). Table 2 also shows that the majority of respondents held high school qualifications (111, respondents, 49%, followed by those with diploma qualifications (66 respondents, 29%). This indicates that a significant portion of the employees possess relatively low formal education levels, which may be reflective of the nature of work in the sector and the predominance of younger employees. A smaller proportion of respondents held Honours degrees (N=35 respondents, 15%) and postgraduate degrees (N=14 respondents, 6%), suggesting that higher academic qualifications are less common. This distribution likely reflects the classified structure of the sector, where individuals with higher qualifications may occupy senior positions. In terms of work experience, the table reveals that the largest group of employees had between 1 to 5 years of experience (N=101 respondents, 45%), followed by those with less than one year of experience (N=55 respondents, 24%).

This trend suggests a relatively high rate of employee turnover within the hospitality sector, as a significant proportion of the workforce comprises relatively new employees. Supporting this observation, the data also show that only N =5 respondents had over 21 years of experience, highlighting the limited number of long-serving employees in the sector. These findings reflect potential challenges related to employee retention and institutional knowledge loss within the

Zimbabwean hospitality sector. The results demonstrated that most respondents came from the front office (N=58 respondents, 26%), followed by the housekeeping department (N=53 respondents, 24%). These results indicate that most employees in the hospitality sector are placed in the rooms division of the hotel (front office and housekeeping departments). These departments directly and indirectly interact with customers, hence there is a need for the sector to employ more people in these departments. The results also indicated the presence of management (N=11 respondents, 5%), which makes this study relevant because these are some of the key respondents for the current study.

Correlation Analysis between PS and OCB

The results indicated a weak positive correlation between psychological safety and organisational citizenship behaviour. This relationship was statistically significant, as evidenced by a p-value of 0.000, which is below the conventional cut-off threshold of 0.05. The Spearman's rho coefficient was 0.35, signifying a weak positive association between the two variables. This suggests that as levels of psychological safety increase by 35%, OCB increases correspondingly. These findings highlight the importance of feeling safe to speak up or contribute something as a key strategy for employees to do duties outside their contractual obligations in the sector. The detailed results are presented in Table 3.

Table 3. Psychological Safety and Organisational Citizenship Behaviour

Correlations **. Correlation is significant at the 0.01 level (2-tailed).				
			Psysafe	Orgcit
Spearman's rho	Psysafe	Correlation Coefficient	1.000	.350**
		Sig. (2-tailed)	.	.000
		N	226	226
	Orgcit	Correlation Coefficient	.350**	1.000
		Sig. (2-tailed)	.000	.
		N	226	226

Correlation Analysis between POS and OCB

The results showed a weak positive correlation between perceived organisational support and organisational citizenship behaviour. This relationship was statistically significant, as evidenced by a p-value of 0.000, which is below the conventional cut-off threshold of 0.05. The Spearman's rho coefficient was 0.32, signifying a weak positive association between the two variables. This suggests that as levels of perceived organisational support increase by 32%, OCB increases by the same margin. These findings highlight the importance of positively perceiving the support given by the organisation to employees' well-being as an important notion which can coerce them to do duties outside their contractual obligations in the sector. The detailed results are presented in Table 4.

Table 4. POS and Organisational Citizenship Behaviour

Correlations **. Correlation is significant at the 0.01 level (2-tailed).				
			Orgcit	PersOrSp
Spearman's rho	Orgcit	Correlation Coefficient	1.000	.315**
		Sig. (2-tailed)	.	.000
		N	226	226
	PersOrSp	Correlation Coefficient	.315**	1.000
		Sig. (2-tailed)	.000	.
		N	226	226

Correlation Analysis between IL and OCB

The results showed a moderate positive correlation between inclusive leadership and organisational citizenship behaviour. This relationship was statistically significant, as evidenced by a p-value of 0.000, which is below the conventional cut-off threshold of 0.05. The Spearman's rho coefficient was 0.46, signifying a moderate positive association between the two variables. This suggests that as levels of inclusive leadership increase by 46%, OCB also increases by the same margin. These findings highlight the importance of leader openness, availability and accessibility as they can motivate employees to do duties outside their contractual obligations in the sector. The detailed results are presented in Table 5.

Table 5. Inclusive Leadership and Organisational Citizenship Behaviour

Correlations **. Correlation is significant at the 0.01 level (2-tailed).				
			Orgcit	Inclead
Spearman's rho	Orgcit	Correlation Coefficient	1.000	.455**
		Sig. (2-tailed)	.	.000
		N	226	226
	Inclead	Correlation Coefficient	.455**	1.000
		Sig. (2-tailed)	.000	.
		N	226	226

Testing Research Hypotheses using Macro Process

The hypotheses were evaluated through the use of the Macro Process that was proposed by Hayes & Rockwood (2019). When using this method, scholars highlight that the mediation or moderation test should meet three conditions in the regression analyses: For a mediation or moderation effect to be confirmed the predictor X (PS and POS) must predict M

(IL), however, if it is a moderation, the predictor does not need to predict moderator, and M (Mediator/Moderator) (IL) must predict the outcome Y (OCB). For full mediation or moderation to be confirmed, the predictor variable (PS or POS) must not have a significant predictive effect on the outcome variable (OCB) in the presence of the mediator or moderator variable (IL). Where the predictor variable is still significant, then partial mediation or moderation is confirmed. A path coefficient of $\beta = 0.289$, $se = 0.053$ was obtained, indicating a significant positive relationship between psychological safety and organisational citizenship behaviour. This suggests that as psychological safety increases, OCB increases. The associated p-value of 0.000, which is below the threshold of 0.05, confirms the statistical significance of this relationship. These findings suggest a strong positive effect of psychological safety on organisational citizenship behaviour. These results coincide with the findings of Lakshana et al. (2021), who confirmed that there is a significant and positive relationship between psychological safety and OCB. Based on these findings, the alternate hypothesis (H_1), which posited a positive relationship between PS and OCB, was supported, while the null hypothesis was rejected. The results are presented in Table 6.

Table 6. Hypothesis of PS and OCB

Outcome Variable: Organisational Citizenship Behaviour (OCB)							
Model Summary	R	R-sq	MSE	F	df1	df2	p
	.3407	.1161	107.9525	29.4206	1.0000	224.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI	
	constant	45.0614	3.0815	14.6234	.0000	38.9890	51.1337
	Psysafe	.2886	.0532	5.4241	.0000	.1838	.3935

Relationship between POS and OCB

A path coefficient of $\beta = 0.480$, $se = 0.075$ was obtained, indicating a significant positive relationship between perceived organisational support and organisational citizenship behaviour. This suggests that as perceived organisational support increases, OCB increases. The associated p-value of 0.000, which is below the threshold of 0.05, confirms the statistical significance of this relationship. These findings suggest a strong positive impact of perceived organisational support on organisational citizenship behaviour. These results are in line with the findings of Susanto et al. (2023), who assessed the relationship between perceived organisational support and organisational citizenship behaviour. Their results indicated that POS has a significant effect on organisational citizenship behaviour in SMEs. Based on these findings, the alternate hypothesis (H_2), which posited a positive relationship between POS and OCB, was supported, while the null hypothesis was rejected. The results are presented in Table 7.

Table 7. Hypothesis of POS and OCB

Outcome Variable: OCB							
Model Summary	R	R-sq	MSE	F	df1	df2	p
	.3951	.1561	103.0663	41.4347	1.0000	224.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI	
	constant	43.4174	2.8665	15.1465	.0000	37.7686	49.0661
	PersOrSp	.4796	.0745	6.4370	.0000	.3328	.6264

Relationship between IL and OCB

A path coefficient of $\beta = 0.600$, $se = 0.084$ was obtained, indicating a significant positive relationship between inclusive leadership and organisational citizenship behaviour. This suggests that as inclusive leadership dimensions increase, OCB increases. The associated p-value of 0.000, which is below the threshold of 0.05, confirms the statistical significance of this relationship. These findings suggest a strong positive impact of inclusive leadership on organisational citizenship behaviour. There are limited studies that have assessed the relationship between inclusive leadership and organisational citizenship behaviour. However, Aboramadan et al. (2022) established that inclusive leadership affects extra-role behaviours. Rogozińska-Pawelczyk & Sudolska (2024) revealed that inclusive leadership has a positive bearing on proactive work behaviour. Based on these findings, the alternate hypothesis (H_3), which posited a positive relationship between IL and OCB, was supported, while the null hypothesis was rejected. The results are presented in Table 8.

Table 8. Hypothesis of IL and OCB

Outcome Variable: OCB							
Model Summary	R	R-sq	MSE	F	df1	df2	p
	.4311	.1859	99.4298	51.1426	1.0000	224.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI	
	constant	42.1387	2.7670	15.2292	.0000	36.6861	47.5914
	Inlead	.5999	.0839	7.1514	.0000	.4346	.7652

Moderating role of IL on the relationship between PS and OCB

The results established that inclusive leadership fully mediates the relationship between psychological safety and organisational citizenship behaviour. The p-value of psychological safety was insignificant ($p = 0.216$) in the presence of inclusive leadership, which explains the full mediation. These results entail that the direct effect of psychological safety ($\beta = 0.084$) is not as powerful as compared to the indirect effect of inclusive leadership ($\beta = 0.20$) on OCB. However, there are limited studies that have used inclusive leadership as a moderator between POS and organisational citizenship behaviour,

particularly in the hospitality sector. In a related study, Wang et al. (2019) nonetheless, confirmed that inclusive leadership partially moderates the relationship between work engagement and innovative work behaviour. Based on these findings, the alternate hypothesis (H₄), which posited a positive moderating role of inclusive leadership on the relationship between PS and OCB, was supported, while the null hypothesis was rejected. The results are presented in Table 9.

Table 9. Moderating Role of IL on PS and OCB

Outcome Variable: OCB							
Model Summary	R	R-sq	MSE	F	df1	df2	p
	.4376	.1915	99.1917	26.4016	2.0000	223.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI	
constant	40.3108		3.1322	12.8699	.0000	34.1383	46.4832
Psysafe	.0842		.0679	1.2401	.2162	-.0496	.2181
Inclead	.5086		.1116	4.5590	.0000	.2887	.7284
Total effect of X on Y		Effect	se	t	p	LLCI	ULCI
		.2886	.0532	5.4241	.0000	.1838	.3935
Direct effect of X on Y		Effect	se	t	p	LLCI	ULCI
		.0842	.0679	1.2401	.2162	-.0496	.2181
Indirect effect(s) of X on Y:		Effect	BootSE	BootLLCI	BootULCI		
Inclead		.2044		.0573	.0974		.3241

Table 10. Moderating Role of IL on POS and OCB

Outcome Variable: OCB							
Model Summary	R	R-sq	MSE	F	df1	df2	p
	.4847	.2349	93.8612	34.2332	2.0000	223.0000	.0000
Model	coeff	se	t	p	LLCI	ULCI	
constant	35.9361		3.1496	11.4099	.0000	29.7294	42.1428
PersOrSp	.3028		.0801	3.7801	.0002	.1449	.4607
Inclead	.4401		.0918	4.7925	.0000	.2591	.6210
Total effect of X on Y		Effect	se	t	p	LLCI	ULCI
		.4796	.0745	6.4370	.0000	.3328	.6264
Direct effect of X on Y		Effect	se	t	p	LLCI	ULCI
		.3028	.0801	3.7801	.0002	.1449	.4607
Indirect effect(s) of X on Y:		Effect	BootSE	BootLLCI	BootULCI		
Inclead		.1768		.0485	.0906		.2809

Moderating role of Inclusive leadership on the relationship between POS and OCB

The results established that inclusive leadership partially moderates the relationship between perceived organisational support and organisational citizenship behaviour. The p-value of POS was significant (p = 0.002) in the presence of inclusive leadership, which explains the partial moderation. These results entail that the direct effect of POS (β = 0.303) is more powerful as compared to the indirect effect of inclusive leadership (β = 0.177) on OCB.

The total effect of both inclusive leadership and POS increased to (β = 0.480), which confirms a model that can enhance organisational citizenship behaviour in the Hospitality sector in Zimbabwe. However, there are limited studies that have used inclusive leadership as a moderator between psychological safety and organisational citizenship behaviour, particularly in the hospitality sector. However, Ashikali et al. (2021) confirmed that inclusive leadership positively moderates the association between team ethnic-cultural diversity and inclusive climate in the public sector. Based on these findings, the alternate hypothesis (H₅), which posited a positive moderating role of inclusive leadership on the relationship between POS and OCB, was supported, while the null hypothesis was rejected. The results are presented in Table 10.

The results in Figure 2 show a conceptual model coined by the researchers, emanating from the results explained above. The conceptual model indicates that inclusive leadership positively moderates both psychological safety and perceived organisational support on organisational citizenship behaviour in the hotel industry. However, the results established that the moderating effect of inclusive leadership was better on the association between psychological safety and OCB (0.204; p = 0.000) than on perceived organisational support and OCB (0.177; p = 0.000). Furthermore, the model indicated a significant relationship between inclusive leadership and organisational citizenship behaviour (0.60; p = 0.000).

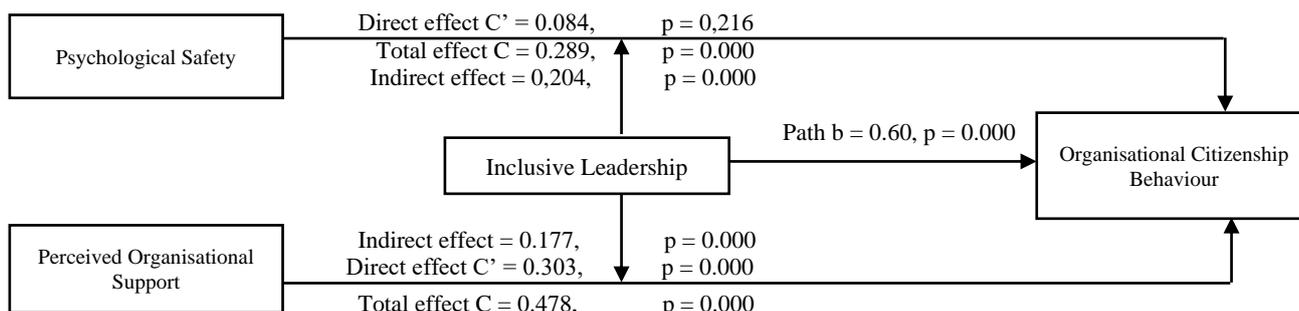


Figure 2. Conceptual Model: Moderating Role of IL on PS, POS and OCB (Source: Developed by researchers)

These results align with the findings expounded in the literature (for example Xu et al., 2022; Arasanmi & Krishna, 2019; Kura et al., 2016) who noted that Inclusive leadership, deepens the social exchange by reinforcing the employee's sense of value and belonging, and by deepening trust and mutual respect between leaders and employees. The conceptual model depicted in Figure 2 confirmed that perceived organisational support has a positive effect on organisational citizenship behaviour (0.303; $p = 0.00$) while the relationship between psychological safety and OCB was insignificant (0,084; $p = 0,216$). These results suggest an inverse relationship between PS and OCB, which shows that when there is an increase in psychological safety, OCB is reduced. The results are shown in Figure 2.

CONCLUSIONS AND IMPLICATIONS

The main objective of the study was to assess the effect of psychological safety and perceived organisational support on organisational citizenship behaviour, moderated by inclusive leadership; in the hospitality sector. The findings revealed that both psychological safety and perceived organisational support have significant and positive influences on OCB. Thus employees who feel safe to express themselves without fear of negative consequences, and who perceive that their organisation values and supports them, are more likely to engage in voluntary, extra-role behaviours that benefit the organisation, such as helping colleagues, being flexible, and demonstrating loyalty. Moreover, the study established that inclusive leadership strengthens the positive relationships between both PS and OCB, and POS and OCB.

Leaders who demonstrate openness, availability, accessibility, and respect for diversity help reinforce employees' trust and engagement. Under inclusive leadership, the impact of a psychologically safe and supportive environment is amplified, leading to even higher levels of organisational citizenship behaviours.

These findings are consistent with the social exchange theory (Homans, 1959), which suggests that when employees receive support and fair treatment from their organisation and leaders, they feel a moral obligation to reciprocate through positive, discretionary behaviours. In the hospitality sector, where frontline service quality, teamwork, and adaptability are critical, fostering a culture of inclusion, support, and psychological safety can thus significantly enhance organisational performance through improved employee citizenship behaviour. In conclusion, the study underscores the importance of inclusive leadership as a critical enabler in transforming organisational resources like psychological safety and perceived support into tangible, prosocial employee behaviours. Hotels aiming to boost performance and service quality should invest in building inclusive leadership capacity and a culture that values employee well-being and voice.

The study raises several practical implications. HR managers should implement policies and training programmes that encourage open communication, constructive feedback, and non-punitive responses to mistakes. Creating a safe environment where employees feel comfortable speaking up can enhance trust and promote behaviours that go beyond formal job roles. Human resource managers should invest in employee well-being initiatives, recognition schemes, and fair reward systems that show the organisation values its staff. Regular check-ins, access to resources, and opportunities for professional growth can strengthen employees' sense of support and commitment to the organisation. Human resource managers should initiate leadership development programmes focused on inclusivity, teaching leaders how to be approachable, value diverse perspectives, and involve employees in decision-making. Inclusive leadership can amplify the positive effects of psychological safety and organisational support, driving higher levels of organisational citizenship behaviour. Top managers should champion inclusive leadership at all levels by modelling inclusive behaviours themselves and embedding inclusivity into the organisation's values, policies, and leadership development programmes.

This includes encouraging diverse viewpoints, ensuring fair treatment, and creating a culture of belonging across departments. Executive managers in the sector should strategically invest in programmes that demonstrate genuine care for employees' welfare, like mental health support, flexible scheduling, staff recognition, and transparent grievance procedures. When employees perceive consistent support from senior leadership, their motivation to engage in discretionary, citizenship behaviours increases. Top managers should establish clear guidelines and expectations for psychological safety, including zero tolerance for intimidation, favouritism, or retaliation. Empower frontline managers to build trust within their teams and reward departments that demonstrate open communication, team collaboration, and proactive problem-solving.

While this study focused on inclusive leadership as a moderator, future research could investigate other moderating or mediating variables such as emotional intelligence, organisational justice, or job satisfaction. These may offer deeper insights into the mechanisms through which psychological safety and perceived organisational support influence OCB.

This study was cross-sectional in nature, limiting the ability to infer causality. Future research could adopt longitudinal or experimental designs to better understand the directionality and long-term effects of psychological safety and organisational support on OCB over time. Qualitative or mixed-method studies could be used to gain deeper insights into employee experiences, perceptions of leadership, and contextual factors that influence psychological safety and OCB.

Interviews and focus groups could provide richer, more nuanced data. Future studies could examine how the enhancement of OCB through psychological safety and POS, supported by inclusive leadership, contributes to broader organisational outcomes such as customer satisfaction, service quality, staff retention, and financial performance, particularly in the hospitality sector where such outcomes are vital.

Author Contributions: Conceptualization, E.V., and P.S.; methodology, E.V., and P.S.; software, E.V.; validation, B.H.; formal analysis, E.V. and P.S.; investigation, P.S. and E.V.; data curation, E.V. and B.H.; writing - original draft preparation, B.H. and E.V.; writing - review and editing, B.H. and E.V.; visualization, E.V. and B.H.; supervision, E.V.; project administration, E.V. All authors have read and agreed to the published version of the manuscript.

Funding: Not applicable

Institutional Review Board Statement: Not applicable.

Informed Consent Statement: Not applicable.

Data Availability Statement: The data presented in this study may be obtained on request from the corresponding author.

Acknowledgements: The research undertaken was made possible by the equal scientific involvement of all the authors concerned.

Conflicts of Interest: The authors declare no conflict of interest.

REFERENCES

- Abane, S. (2016). *Employee Perceptions of Corporate Social Responsibility (CSR) and Organisational Citizenship Behaviours (OCB): a Comparative Ghanaian Study* [University of Ghana]. <http://ugspace.ug.edu.gh>
- Aboramadan, M., Dahleez, K. A., & Farao, C. (2022). Inclusive leadership and extra-role behaviours in higher education: does organizational learning mediate the relationship? *International Journal of Educational Management*, 36(4), 397–418. <https://doi.org/10.1108/IJEM-06-2020-0290>
- Arasanmi, C. N., & Krishna, A. (2019). Employer Branding: Perceived Organisational Support and Employee Retention – the Mediating Role of Organisational Commitment. *Industrial and Commercial Training*, 51(3), 174–183. <https://doi.org/10.1108/ICT-10-2018-0086>
- Akgerman, A., Gül, D., & Sönmez, B. (2024). The relationship between inclusive leadership, organizational justice, work engagement and organizational citizenship behavior in healthcare workers. *Leadership in Health Services*. <https://doi.org/10.1108/lhs-05-2024-0042>
- Ashikali, T., Groeneveld, S., & Kuipers, B. (2021). The Role of Inclusive Leadership in Supporting an Inclusive Climate in Diverse Public Sector Teams. *Review of Public Personnel Administration*, 41(3), 497–519. <https://doi.org/10.1177/0734371X19899722>
- Battistelli, A., Galletta, M., Vandenberghe, C., & Odoardi, C. (2016). Perceived organisational support, organisational commitment and self-competence among nurses: A study in two Italian hospitals. *Journal of Nursing Management*, 24(1), E44–E53. <https://doi.org/10.1111/jonm.12287>
- Brohi, N. A., Mehmood, S. A., Erri, M. A., Benazirabad, S., & Mushtaque, T. (2021). Compassionate Leadership is Key to Success : Role of Servant Leadership Style in Predicting Employees' Trust in Leadership. *Psychological Safety, and Turnover Intention*. 20(5), 5670–5680. <https://doi.org/10.17051/ilkonline.2021.05.641>
- Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology*, 81(4), 358–368. <https://doi.org/10.1037/0021-9010.81.4.358>
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010a). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, 22(3), 250–260. <https://doi.org/10.1080/10400419.2010.504654>
- Chinomona, E., & Mofokeng, T. M. (2016). Impact of organisational politics on job dissatisfaction and turnover intention: An application of social exchange theory on employees working in Zimbabwean small and medium enterprises (SMEs). *Journal of Applied Business Research*, 32(3), 857–870. <https://doi.org/10.19030/jabr.v32i3.9661>
- Edmondson, A. C., & Bransby, D. P. (2023). Psychological Safety Comes of Age: Observed Themes in an Established Literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10, 55–78. <https://doi.org/10.1146/annurev-orgpsych-120920-055217>
- Engelbrecht, A., & Samuel, O. M. (2019). The effect of transformational leadership on intention to quit through perceived organisational support, organisational justice and trust. *South African Journal of Economic and Management Sciences*, 22(1), 1–8. <https://doi.org/10.4102/sajems.v22i1.2338>
- Harden, G., Boakye, K. G., & Ryan, S. (2018). Turnover intention of technology professionals: A social exchange perspective. *Journal of Computer Information Systems*, 58(4), 291–300. <https://doi.org/10.1080/08874417.2016.1236356>
- Hayes, A. F., & Rockwood, N. J. (2019). Conditional Process Analysis: Concepts, Computation, and Advances in the Modelling of the Contingencies of Mechanisms. *American Behavioral Scientist*, 000276421985963. <https://doi.org/10.1177/0002764219859633>
- Hebles, M., Trincado-Munoz, F., & Ortega, K. (2022). Stress and Turnover Intentions Within Healthcare Teams: The Mediating Role of Psychological Safety, and the Moderating Effect of COVID-19 Worry and Supervisor Support. *Frontiers in Psychology*, 12(January), 1–15. <https://doi.org/10.3389/fpsyg.2021.758438>
- Hidayah, S., & Harnoto, H. (2018). Role of Organizational Citizenship Behavior (OCB), Perception of Justice and Job Satisfaction on Employee Performance. *Jurnal Dinamika Manajemen*, 9(2), 170–178. <https://doi.org/10.15294/jdm.v9i2.14191>
- Homans, G. C. (1959). *The Human Group*. New York: Harcourt, Brace & World.
- Hussein, A. S., Hapsari, R., & Yulianti, I. (2023). The influence of service quality and customer experience on customer loyalty in the hotel industry. *International Journal of Hospitality Management*, 108, 103368. <https://doi.org/10.1016/j.ijhm.2022.103368>
- Hudie, X., Yun, C., & Fuqiang, Z. (2017). Inclusive leadership, perceived organizational support, and work engagement: The moderating role of leadership-member exchange relationship. *Proceedings of the 2nd International Symposium on Social Science (SNCE 2017)*, 82, 239–243. <https://doi.org/10.2991/sncc-17.2017.48>
- Hurombo, B., Basupi, B., & Chatibura, D. (2025). A Review of Antecedents and Outcomes of Memorable Hotel Experiences: Current Evidence and Future Practice. *African Journal of Hospitality, Tourism and Leisure*, 14(2):361-371. <https://doi.org/10.46222/ajhtl.19770720.617>
- Gjurašić, M., & Lončarić, D. (2018). Internal market orientation and organizational citizenship behaviour in the hospitality industry – a literature review. *Ekonomika misao i praksa*, 27(1), 157–176.
- Jalil, T. (2017). Impact of inclusive leadership on project success with mediating role of work engagement and person-job fit. *University of Science & Technology Islamabad*, 1–94.
- Javed, B., Abdullah, I., Zaffar, M. A., Haque, A., & Rubab, U. (2019). *Inclusive leadership and innovative work behavior : The role of psychological empowerment*. 2018. <https://doi.org/10.1017/jmo.2018.50>
- Javed, B., Muhammad, S., Raza, M., Khan, A. K., & Arjoon, S. (2017). *Impact of inclusive leadership on innovative work behavior: The role of psychological safety*. July 2018. <https://doi.org/10.1017/jmo.2017.3>
- Krejcie, R. V. & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(1):607-610.
- Krishnan, J., & Sheela, M. (2012). Perceived organisational support - an overview of its antecedents and consequences. *International Journal of Multidisciplinary Research*, 2(4), 1–13.
- Kura, K. M., Shamsudin, F. M., & Chauhan, A. (2016). Organisational trust as a mediator between perceived organisational support and constructive deviance. *International Journal of Business and Society*, 17(1), 1–18. <https://doi.org/10.33736/ijbs.506.2016>
- Lin, C. P., Wang, Y. M., Liu, N. T., & Chen, Y. L. (2022). Assessing turnover intention and the moderation of inclusive leadership: training and educational implications. *Total Quality Management and Business Excellence*, 33(13–14), 1510–1525. <https://doi.org/10.1080/14783363.2021.1974293>

- Lyu, X. (2016). Effect of organizational justice on work engagement with psychological safety as a mediator: Evidence from China. *Social Behavior and Personality*, 44(8), 1359–1370. <https://doi.org/10.2224/sbp.2016.44.8.1359>
- Mahembe, B., & Engelbrecht, A. S. (2014). The relationship between servant leadership, organisational citizenship behaviour and team effectiveness. *SA Journal of Industrial Psychology*, 40(1), 1–10. <https://doi.org/10.4102/sajip.v40i1.1107>
- Martina, I., & Ahmad, S. (2010). *Stepwise Multiple Regression Method to Forecast Fish Landing*. 8(5), 549–554. <https://doi.org/10.1016/j.sbspro.2010.12.076>
- Maslow, A. H. (1945). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>
- Mir, A. (2019). *Impact of Inclusive Leadership on Project Success, Testing of a Model in Projects by*. Capital University of Science and Technology.
- Mitonga-Monga, J. (2019). Examining organisational citizenship behaviour as an outcome of an ethical work culture in a developing country. *Journal of Contemporary Management*, 16(1), 333–356. <https://doi.org/10.35683/jcm18057.0017>
- Mitonga-Monga, J., Flotman, A., & Cilliers, F. V. N. (2017). *Organisational citizenship behaviour among railway employees in a developing country: effects of age, education and tenure*. 385–406. <http://www.dhsprogram.com>
- Munir, Y., Ghafoor, M. M., & Rasli, A. M. (2016). Exploring the relationship of horizontal violence, organizational cynicism and turnover intention in the context of social exchange theory. *International Journal of Human Rights in Healthcare*, 9(4), 254–266. <https://doi.org/10.1108/IJHRH-08-2016-0014>
- Nazarian, A., Atkinson, P., & Foroudi, P. (2019). Influence of national culture and balanced organizational culture on the hotel industry's performance. *International Journal of Hospitality Management*, 76, 157–168. <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Nazarian, A., Atkinson, P., Foroudi, P., & Edirisinghe, D. (2020). Leaders or organisations? A comparison study of factors affecting organisational citizenship behaviour in independent hotels. *International Journal of Contemporary Hospitality Management*, 32(6), 2055–2074. <https://doi.org/10.1108/IJCHM-05-2019-0463>
- Noack, L. K., & Kauke, L. (2020). Perceived Psychological Safety and Causal Attributions of Errors of Working Students: The Mediating Role of Error Orientation. *Linnaeus University*.
- Obiora, J. N., & Okpu, T. (2015). The impact of employee engagement on organisational citizenship behaviour in the Nigerian hospitality industry. *Journal of Tourism, Hospitality and Sports*, 11, 1–9.
- Oparaocha, G. O. (2016). Towards building internal social network architecture that drives innovation: a social exchange theory perspective. *Journal of Knowledge Management*, 20(3), 534–556. <https://doi.org/10.1108/JKM-06-2015-0212>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Oshagbemi, T. (2017). Chapter 4. Research Design and Methodology. *Leadership and Management in Universities, 2003*, 67–95. <https://doi.org/10.1515/9783110853681-006>
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). *Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator*. 1–14.
- Rodriguez, J. L. (2018). Inclusive Leadership and Employee Engagement: The Moderating Effect of Psychological Diversity Climate. *Electronic Theses, Projects, and Dissertations*, 1–84. <http://scholarworks.lib.csusb.edu/etd/682>
- Rogozińska-Pawelczyk, A., & Sudolska, A. (2024). Exploring the impact of inclusive leadership on proactive work behavior in nonprofit organization: The mediating role of the relational psychological contract. *Nonprofit Management and Leadership, April*, 399–432. <https://doi.org/10.1002/nml.21619>
- Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students (7th ed.)*. Harlow, England: Pearson Education Limited.
- Singh, A. K., & Singh, S. (2013). Perceived Organisational Support and Organisational Citizenship: The Moderating Effect of Goal Internalisation. *Journal of the Indian Academy of Applied Psychology*, 39(1), 117–125.
- Segovia-Pérez, M., Figueroa-Domecq, C., Fuentes-Moraleda, L., & Muñoz-Mazón, A. (2019). Incorporating a gender approach in the hospitality industry: Female leadership and gender equality in tourism and hospitality. *International Journal of Hospitality Management*, 76, 184–193. <https://doi.org/10.1016/j.ijhm.2018.05.003>
- Singh, S. (2018). *The Impact of employee engagement on organisational performance – a case of an Insurance Brokerage company in Gauteng*. 20(6), 66–76. <https://doi.org/10.9790/487X-2006076676>
- Srivastava, S., & Singh, L. B. (2023). Role of inclusive leadership in employees' OCB in the hospitality industry: A social cognitive perspective. *Journal of Management Development*, 42 (7/8), 548-567. <https://doi.org/10.1108/jmd-01-2023-0021>
- Susanto, A. (2023). *The role of organizational culture as a mediator between the influence of motivation, leadership, and supply chain management on employee green behavior*. *International Journal of Social Science and Business*, 7(4), 824–831.
- Tiwari, B., & Lenka, U. (2016). Building psychological safety for employee engagement in the post-recession. *Development and Learning in Organizations*, 30(1), 19–22. <https://doi.org/10.1108/DLO-05-2015-0044>
- Vakira, E., Shereni, N. C., Ncube, C. M., & Ndlovu, N. (2023). The effect of inclusive leadership on employee engagement, mediated by psychological safety in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 6(2), 819–834. <https://doi.org/10.1108/JHTI-09-2021-0261>
- Vakira, E., & Shereni, N. C. (2025). Fostering environmental performance through green human resource management practices in hotels: the moderating role of green inclusive leadership. *Journal of Human Resources in Hospitality & Tourism*, 0(0), 1–22. <https://doi.org/10.1080/15332845.2025.2484953>
- Wang, Y. X., Juan, Y., Ying, Y., Dan, W., Shu, S., Li, W., Zhang, T., & Ping, H. (2019). *The mediating role of inclusive leadership: Work engagement and innovative behaviour among Chinese head nurses*. September 2018, 688–696. <https://doi.org/10.1111/jonm.12754>
- Wang, T., Qin, H., & Zhang, Z. (2024). The moderating effect of perceived organizational support on presenteeism related to the inclusive leadership. *BMC Nursing*, 23 null, . <https://doi.org/10.1186/s12912-024-01816-0>
- Xu, D., Zhang, N., Bu, X., & He, J. (2022). The effect of perceived organizational support on the work engagement of Chinese nurses during the COVID-19 pandemic: The mediating role of psychological safety. *Psychology, Health and Medicine*, 27(2), 481–487. <https://doi.org/10.1080/13548506.2021.1946107>
- Xuan, Z. (2024). Research on the influence mechanism of inclusive leadership on employees' silent behavior. *The Euraseans: Journal on Global Socio-Economic Dynamics*, 2(45), 443–461. [https://doi.org/10.35678/2539-5645.2\(45\).2024.443-461](https://doi.org/10.35678/2539-5645.2(45).2024.443-461)
- Yu, K., Wang, Z., & Huang, Y. (2018). Work-family conflict and organizational citizenship behavior: the role of job satisfaction and decision authority. *Frontiers of Business Research in China*, 12(1). <https://doi.org/10.1186/s11782-018-0039-5>
- Zacccone, M. C., & Pedrini, M. (2024). Cultivating inclusive leadership: A catalyst for enhanced organizational citizenship. *Corporate Governance: The International Journal of Business in Society*, 24(Forthcoming). <https://doi.org/10.1108/CG-01-2024-0065>