

HOW INCLUSIVE LEADERSHIP ENHANCES EMPLOYEE SOCIALLY RESPONSIBLE BEHAVIOR IN TOURISM INDUSTRY: MEDIATING ROLE OF PRO-SOCIAL ATTITUDE AND MAN-NATURE ORIENTATION

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Abstract

The rapid expansion of the global tourism industry has intensified environmental and social challenges, making the promotion of employees' socially responsible behavior (ESRB) a critical concern for sustainable tourism development. While leadership is widely recognized as an important antecedent of employee behavior, limited research has examined the psychological mechanisms through which inclusive leadership (IL) influences ESRB, particularly within the tourism sector of developing regions. This study addresses this gap by investigating the impact of inclusive leadership on employees' socially responsible behavior in the tourism industry of Hazara Division, Pakistan, while examining the mediating roles of pro-social attitude (PSA) and man-nature orientation (MNO). Drawing on the Theory of Planned Behavior, the study proposes that inclusive leadership shapes employees' socially responsible behavior both directly and indirectly through these two psychological mechanisms. Data were collected from 283 employees working in hotels, guest houses, travel agencies, and tour operators across Hazara Division using a cross-sectional survey design and convenience sampling technique. All constructs were measured using validated scales, and the collected data were analyzed using SPSS and AMOS through Structural Equation Modeling (SEM). The measurement model demonstrated satisfactory reliability, convergent validity, and discriminant validity, while the structural model exhibited a good overall fit to the data. Bootstrapping with 5,000 resamples was employed to test the mediation hypotheses. The results reveal that inclusive leadership has a significant positive effect on employees' socially responsible behavior, pro-social attitude, and man-nature orientation. Furthermore, both pro-social attitude and man-nature orientation were found to significantly and positively mediate the relationship between inclusive leadership and employees' socially responsible behavior, confirming that these psychological mechanisms serve as important pathways linking leadership practices to responsible workplace conduct. These findings extend the Theory of Planned Behavior by integrating social and environmental psychological mechanisms within a single framework and offer novel empirical evidence from an underexplored tourism region. The study contributes theoretically by advancing understanding of the dual social-environmental pathways through

which inclusive leadership fosters sustainability-oriented employee behavior, and practically by providing actionable insights for tourism managers seeking to cultivate inclusive leadership practices, strengthen pro-social attitudes, and enhance environmental awareness among employees. The findings suggest that integrating inclusive leadership into core organizational objectives can meaningfully advance sustainable tourism development, particularly in emerging tourism destinations such as Hazara Division, Pakistan.

1. INTRODUCTION

The tourism industry is one of the rapidly growing sectors globally, significantly contributing to economic development and employment generation (Roy et al., 2025). However, the fast-paced growth of tourism has also intensified environmental and social challenges, including pollution, resource degradation, and adverse effects on local communities (Song et al., 2025). In response to these environmental and social concerns, there is an increasing focus on sustainable tourism practices, which require organizations to encourage socially responsible behavior among their workforce (Zheng et al., 2025).

Sustainable tourism practices require balanced economic growth with environmental protection and social well-being by ensuring that tourism generates lasting utility for destinations, communities, and future generations (Đurić, et al., 2025). Although organizations adopt sustainability policies, their effective implementation depends on employees' inclination to incorporate these policies into their routine tasks. (Román-Niaves et al., 2025). Many tourism organization struggle to motivate employees to engage in socially responsible practices (Zihan et al., 2024). Employees play a significant role in implementing, adapting and achieving sustainability practices, as their daily actions directly impact environmental and social outcomes. However, many employees often lack the proper guidance, support, or intrinsic drive to adopt these responsibilities in their daily work routine. To address this challenge, organizations should identify factors that can foster socially responsible behavior among their employees. Management should also incorporate sustainability objectives into the core values of the organization, transforming abstract values

into practical routine tasks (Altassan et al., 2025). Therefore, it is important to understand the factors that encourage employees to engage in socially responsible behavior.

Leadership is widely recognized as a critical organizational factor that shapes employee attitudes and behaviors in the workplace. Leaders who display environmentally efficient and socially conscious behavior serve as a role models ,inspiring their teams to align their personal efforts with sustainability objectives (Elkhweildi et al., 2025). Unlike traditional leadership styles which focuses on performance outcomes, inclusive leadership encourages openness, accessibility, and support, creates a positive work environment where employees feel valued, heard and part of the decision-making process (Zheng et al., 2025). Recent research suggests that IL promotes favourable employee outcomes, which includes engagement, responsible workplace behavior ad innovation (Singh et al., 2025). Such leadership motivates employees to contribute their ideas and engage in environmentally efficient activities that benefit both organization and society (Imran et al., 2025). The present study draws upon the Theory of Planned Behavior, which purposes that individuals' attitudes and beliefs significantly influence their actions (Ajzen, 1985). When organizations foster a culture that prioritizes environmental sustainability and social responsibility, employees are more likely to adopt these values and reflect them in their behavior (L.Camacho et al., 2025). In this context, pro-social attitude is the voluntary, intentional attitude aims at benefiting others (Li et al., 2025). These voluntary actions aims at helping others or maintain positive workplace relationships, which encourages employees to transcend personal interests and embrace societal

well being as a core objective. Employees with strong pro-social attitude are more likely to engage in behaviors that help and support colleagues, customers, society, and organizational sustainability goals. Pro-social attitude is a psychological mechanism through which sustainability objectives can be translated into socially responsible practices (Abiodun et al., 2025). Accordingly, PSA is proposed as a psychological mechanism between IL and ESRB.

Man-nature orientation reflects individuals' beliefs about harmony and care for the natural environment shaped by cultural values (Zhao et al., 2023). Employees with a high level of man-nature orientation perceive the environment not merely a resource to be exploited, but as a living system that requires stewardship, respect and protection (Ballaroto, 2025). This mindset fosters a strong sense of responsibility toward ecological preservation, encouraging them to integrate socially responsible practices into their routine tasks (Thanh et al., 2025). By aligning personal values with organizational objectives, employees cultivate a deeper sense of responsibility toward society and the environment. Consequently, man-nature orientation plays a significant role in shaping employees' socially responsible behavior, which ultimately helps in achieving long term sustainability goals. Therefore, MNO is expected to mediate the relationship between IL and ESRB.

Although previous studies have established the positive role of leadership in influencing employee behavior, the relationship between leadership and employee behavior (Muss et al., 2025; Jo et al., 2025), less attention has been devoted to understanding the psychological mechanism through which inclusive leadership influences employees' socially responsible behavior in the context of tourism sector (Su et al., 2023). Moreover, existing studies have primarily focused on either the environmental or social perspectives independently, neglecting the combined impact of pro-social attitude and man-nature orientation (Afridi et al., 2023). This gap becomes more significant in developing regions, where sustainable tourism practices are still

emerging. In particular, there is a lack of empirical research focusing on Hazara Division of Pakistan, an area rich in natural beauty and holds greater potential for tourism development, yet remains under-researched in terms of employee behavior and sustainability practices. Therefore, there is a need to conduct an empirical study to bridge this literature gap by examining how inclusive leadership fosters employees' socially responsible behavior within the tourism industry of this specific regional context, by investigating the mediating role of pro-social attitude and man-nature orientation.

Hence, this study investigates the influence of inclusive leadership on employees' socially responsible behavior in the tourism sector while examining the mediating role of pro-social attitude and man-nature orientation. By integrating social and environmental psychological mechanisms within the TPB, this study extends current sustainability and leadership literature. Moreover, it also provides empirical evidence from tourism industry of Hazara Division of Pakistan, providing practical insights for management seeking to promote sustainable tourism through IL practices.

2. Literature Review and Hypotheses Development

2.1 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) provides a useful framework for understanding employees' socially responsible behavior. According to TPB, an individual's behavior is shaped by attitudes, subjective norms, and perceived behavioral control, which collectively influence their behavioral intentions and subsequent actions (Ajzen, 1985). This theory posits that individuals are more likely to perform behavior if they have positive attitude toward it and perceive it as beneficial and achievable (Kim, 2023).

In organizational settings, leadership can shape employees' attitudes and perceptions by emphasizing the importance of corporate social responsibility, and providing them with the necessary resources and support to aid their engagement (J. Zue et al., 2025). By adopting inclusive workplace practices, leaders can

motivate employees to engage, support and contribute toward social and environmental responsibility. Pro-social attitude refers to an employee's tendency to help and support colleagues, customers, the organization, and society at large (Eisenberg et al., 2007). This attitude positively influences employee behavior towards social and environmental outcomes. Furthermore, man-nature orientation represents employees' beliefs regarding harmony and care between human and natural environment. Consistent with TPB, the employees who respect, value and care for their natural environment, are more likely to display socially responsible behavior in the workplace.

Therefore, TPB provides a theoretical framework to understand how inclusive leadership influences employees' socially responsible behavior through the mediating roles of pro-social attitude and man-nature orientation. The theory suggests that leadership can positively shape employees' attitude which in turn promotes socially responsible outcomes in the workplace.

2.2 Inclusive Leadership and Employees' Socially Responsible Behavior

Inclusive leadership emerged as a leadership approach which ensures that every employee of an organization feels as a valuable part of organization, their uniqueness and diversity is being acknowledged and respected (Zheng et al., 2025; Afridi et al., 2021). Inclusive leaders encourage participation, value diversity, and create an appreciable and respectful organizational culture for employees. Trust, collaboration, and psychological safety, are the key components of inclusive leadership through which leaders promote positive workplace attitudes and behaviors (Yang et al., 2025). As opposed to conventional leadership styles that primarily focus on performance efficacy, inclusive leadership emphasize employee participation, involvement and interpersonal relationships.

Leadership can shape employees' behavioral patterns and workplace conduct. Employees seek guidance from their leaders regarding satisfactory and beneficial behaviors within the organization

(Qalati et al., 2022). When leaders exhibit justice, support and consideration for organizational and societal well being, employees adopt these values and reflect them in their own actions (Makumbe, 2025). Inclusive leaders act as role models who inspire employees to display socially responsible behavior. Inclusive leaders establish organizational culture that fosters coordination, cooperation, ethical conduct, and responsibility toward various stakeholders.

According to the Theory of Planned Behavior, Leaders can influence employees' values and beliefs, which shape their behavioral intentions and actual behavior (Chang et al., 2022). Inclusive leaders cultivate social and environmental awareness among their employees by communicating the importance of sustainability. Employees positively perceive these actions and behave toward well-being of society and environment.

In the context of tourism industry, employees have a direct connection with tourists, local communities, and natural resources. Therefore, their behavior significantly impacts service quality, environmental protection, and sustainable tourism development. Employee who receive guidance and support from inclusive leaders are more inclined to indulge in socially responsible behavior that benefit both society and the environment (Papallou et al., 2024)

Previous literature have demonstrated positive influence of inclusive leadership on employee outcomes, including innovative behavior (Liu et al., 2025), organizational citizenship behavior (Lee et al., 2024), employee motivation and responsible organizational performance. Employees positive perceptions of their leadership, motivate them to participate in activities that facilitate organizational well-being and sustainability. Accordingly, inclusive leadership increases the likelihood that employees will engage in socially responsible behaviors that contribute to societal and environmental well-being.

H1: Inclusive leadership positively influences employees' socially responsible behavior.

2.3 Inclusive Leadership and Prosocial Attitude

Pro-social attitude is the tendency of an individual to care, benefit, and facilitate others without any personal benefit (Monyei et al., 2022). Employee who have pro-social attitude are more likely to display empathy, cooperation and care for the well-being of colleagues, customers, and society (Hart et al., 2023). Such attitudes significantly help tourism industry where employees interaction can impact service quality and welfare of other stakeholders (Neaman, 2022).

Inclusive leadership enable all employees to participate with their full potential, feel belonging, and have their unique perspective valued in organizational culture. When employees experience fairness, inclusiveness, and meaningful participation within the organization, they internalize these values and develop interpersonal orientation and concern for others (Li et al., 2024). Inclusive leaders motivate employees to move beyond self-interest and contribute toward collective well-being of the organization and society by promoting supportive interactions and mutual respect (Liu et al., 2024). Consistent with the Theory of Planned Behavior, workplace experiences can influence employees' attitudes, which subsequently guide their behavior (Ajzen, 1991). Employees who experience inclusive climate and perceived organizational support develop positive values and beliefs that strengthen pro-social attitude.

Tourism industry interact with tourists from diverse backgrounds. Such interaction require empathy, cooperation and concern for the welfare of others. Therefore, pro-social attitudes significantly facilitate service delivery and contribute to sustainable tourism practices (Chi et al., 2023).

Previous research have suggested that supportive leadership fosters helping behavior, builds interpersonal trust, and cultivates cooperative attitudes among employees (Chen et al., 2022; Qalati et al., 2022). Therefore, inclusive leadership is hypothesized to foster favorable pro-social attitudes among employees'.

H2: Inclusive leadership positively influences employees' pro-social attitude.

2.4 Inclusive Leadership and Man-Nature Orientation

Man-nature orientation is the individuals' beliefs about the relationship between humans and the natural environment. These beliefs reflects the view that humans should live in harmony with nature rather than dominating it. People who possess a strong man-nature orientation consider humans as an integral part of nature. These individuals prioritize ecological health and shows value, respect and care for their natural environment rather than its' exploitation (Zhao et al., 2023). Such individuals support environmental protection, participate in environmental initiatives, and demonstrate concern for the well-being of natural environment (Wang et al., 2022).

Leadership plays a key role in shaping employees' beliefs, perceptions and attitudes regarding organizational priorities (Asante., 2023). Leaders' who demonstrate man-nature orientation, inspires their employees to follow their path. This positive perception of care and harmony with nature guides employees to contribute toward sustainability initiatives. Inclusive leaders values employee participation and integrate them in decision making process, which encourage employee participation in organizational matters (Zhang et al., 2025). Inclusive leaders fosters open communication and involve employees in sustainability related discussions, which strengthen employees awareness of environmental challenges. These environmentally aware employees are more likely to demonstrate environmentally responsible behavior (Ahmad et al., 2021).

Organizations integrate sustainability objectives into their strategic objectives. Inclusive leaders, motivate employees by promoting environmental responsibility and encourage them to align their personal values with organizational sustainability goals (Aboramadan et al., 2022). When employees perceive their leaders truly value and exemplify sustainability initiatives, they are more like to develop a strong orientation

toward maintaining harmony with nature (Patwary et al., 2022).

The tourism industry is directly concerned with environmental quality and preservation of natural resources. Employees who value man-nature harmony, have tendency to support environmental preservation, responsible resource utilization, and sustainability initiatives. Therefore, these employees contribute to the long-term development of tourism destinations (Alashiq et al., 2025).

Previous studies have suggested that leadership styles impacts employees' values towards nature (Ren et al., 2024), ecological awareness (Pérez et al., 2023), and sustainability-oriented attitudes (Chreif et al., 2022). Inclusive leaders promotes participation, environmental consciousness and inclusion that influence employees to develop strong man-nature orientations. Accordingly, Inclusive leadership is hypothesized to positively influence man-nature orientation of employees'.

H3: Inclusive leadership positively influences employees' man-nature orientation.

2.5 Mediating Role of Pro-Social Attitude

A pro-social attitude refers as a tendency to help and promote others' welfare, grounded in certain values, motives, and emotions, without expecting personal rewards (Nuttal et al., 2025).

Employees who have strong pro-social attitude are expected to demonstrate empathy, collaboration, and care for the betterment of others. Such employees willingly engage in behaviors that promotes social well-being, and prioritize collective interests over personal gains (Batool et al., 2023).

Inclusive leadership encourage openness, participation and inclusiveness, that influence employees to feel valued, motivated and appreciated. Open communication, employee involvement, and participation in decision making are the key factors through which inclusive leaders foster positive interpersonal relationships that encourage employees to develop concern for the welfare of organization and society (Korkmaz et al., 2022). Consequently, employees adopt these inclusive values and beliefs, internalize it, and develop a positive, cooperative

and helping attitude which subsequently reflects in their prosocial behavior (Sholikhah et al., 2025).

As suggested by Theory of Planned Behavior, behavioral intentions are influenced by attitudes which translates into actions (Naskar et al., 2025). Employees who develops strong pro-social attitudes are more likely to demonstrate a behavior that is beneficial to society and the environment. An individuals' internal willingness to support collective welfare of organization, society and environment, lead towards socially responsible behavior. Therefore pro-social attitude provides an important psychological mechanism through which inclusive leadership can influence employees' socially responsible behavior (Khattak et al., 2022).

Within the tourism industry, employees' interact with tourists, local communities ,and colleagues. These interaction significantly impact service experiences. Employees who possess strong pro-social attitudes, are more inclined to assist others, support collective well-being, and participate in socially responsible initiatives. Therefore, pro-social attitude serves as a key mechanism, through which inclusive leaders can foster socially responsible behavior in tourism organizations. (Xu et al., 2022).

It is suggested by previous studies that pro-social attitude is promoted by supportive leadership practices among employees, which subsequently encourage responsible workplace behaviors, cooperation, sustainability-related actions (Su et al., 2025; Hermanto et al., 2024; Choi., 2021;). As a result, employees under the supervision of inclusive leaders have higher tendency to develop pro-social attitudes, which lead them to engage in socially responsible behavior. Therefore, pro-social attitude is expected to mediate the relationship between inclusive leadership and employees' socially responsible behavior.

H4: Pro-social attitude mediates the relationship between inclusive leadership and employees' socially responsible behavior.

2.6 Mediating Role of Man-Nature Orientation

Man-nature orientation reflects the harmonious relationships between mankind and nature (Chan., 2001; Huang et al., 2023;). These are individuals' beliefs regarding harmony, care, and responsibility towards the natural environment. This means that humans shouldn't change the natural state of natural environment for their personal benefits but to adjust with it. Man-nature orientation is anchored to harmony, which advocates a balanced co-existence among people and the natural world (Zhang, 2013). Individuals who possess a strong man-nature orientation, view humans as a part of nature and and prioritize environmental stewardship over the exploitation of natural resources (Anderson et al., 2021). Such individuals are more likely to internalize environment friendly values, beliefs and support sustainability initiatives. These beliefs engage them in behaviors that support environmental protection and societal well-being (Sreen et al., 2018).

Inclusive leaders creates a workplace environment where employees feel being heard, valued and integrated. This encourage employees to participate in sustainability initiatives and own it to contribute towards organizational sustainability goals (Abdou et al., 2023). When employees observe their leaders showing genuine commitment towards sustainability and environmental preservation, they follow the example develop a strong man-nature orientation (Patwary et al., 2022).

The Theory of Planned Behavior explains how individuals' develop intentions and how those intentions translate into behaviors (Ivanov et al.,

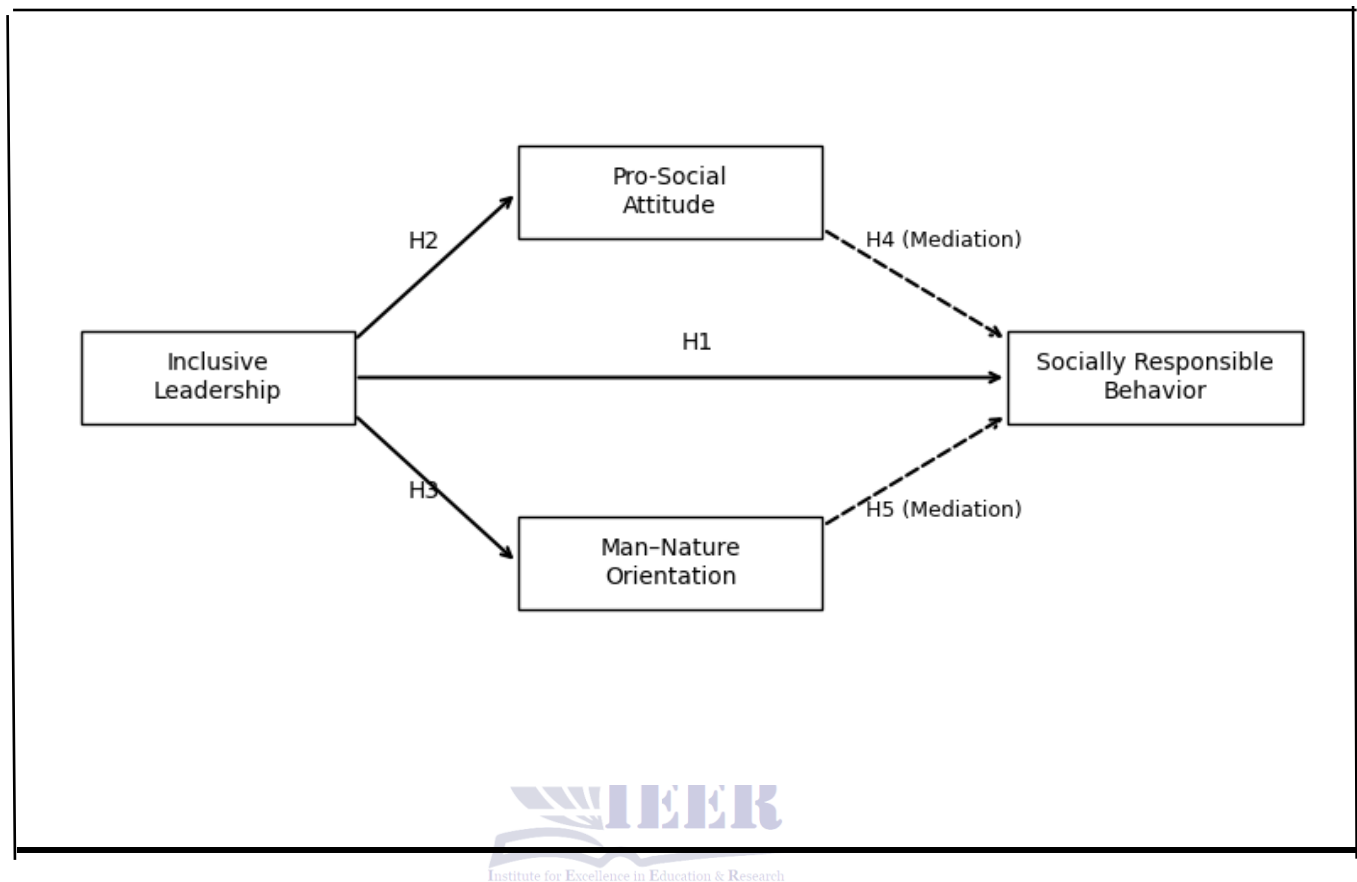
2024). Employees who perceive harmony and care with nature , are more likely to internalize these values and engage in behaviors that benefits society and environment. These individuals are aware of the consequences of environmental degradation and voluntarily take part in sustainability related initiatives and support them (Alherimi et al., 2024) . Consequently, man-nature orientation serves as an important psychological mechanism through which leadership influences employees' socially responsible behavior.

Tourism industry is directly dependent on environmental quality and natural resources. Employees who values man-nature orientation are inclined to support sustainable tourism practices, preserve resources, and engage in behaviors beneficial to natural environment (Katz et al., 2022). Therefore, man-nature orientation serves as a key mechanism whereby inclusive leadership fosters socially responsible behavior (Nguyen et al., 2025)

As suggested by literature, environmental values and concern influence individuals to indulge in sustainability initiatives (Huang et al., 2023; Han., 2021) and demonstrate socially and environmentally responsible behaviors (Yasir et al., 2023). As inclusive leadership promotes environmental initiatives, employee develop orientation towards nature and their tendency to translate these values into socially responsible action increases. Therefore, man-nature orientation is expected to mediate the relationship between inclusive leadership and employees' socially responsible behavior.

H5: Man-nature orientation mediates the relationship between inclusive leadership and employees' socially responsible behavior.

Figure 1. Conceptual Framework



3. Methodology

3.1 Research Design and Data Collection

This study adopted a quantitative research approach and employed a cross-sectional survey design to examine the relationship between inclusive leadership, pro-social attitude, man-nature orientation, and employees' socially responsible behavior in the tourism sector. The target population of the study comprised employees working in tourism-related organizations, including hotels, guest houses, travel agencies, and tour operators in Hazara Division, Pakistan. A total of 283 usable responses were obtained and included in the final analysis.

A non-probability sampling approach was employed, and data were collected from 283 employees working in tourism related organizations across Hazara division, using a convenience sampling technique. Only employees with sufficient work experience and familiarity with organizational practices were invited to participate. Respondents were informed about the purpose of the study and assured that their responses would remain confidential and anonymous.

3.2 Measures

All study constructs were measured using previously validated scales adopted from existing literature. Responses were recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Inclusive leadership was measured using the nine-item scale developed by Carmeli et al. (2010). Pro-social attitude was measured using the six-item scale developed by Osgood and Muraven (2015). Man-nature orientation was measured using the five-item scale adopted from Chan (2001). Employees' socially responsible behavior was measured using the four-item scale adopted from De Roeck and Farooq (2017).

3.3 Statistical techniques

The collected data were analyzed using SPSS and AMOS. Descriptive statistics were employed to summarize respondents' demographic characteristics. Reliability and validity analyses were conducted to assess the quality of the measurement model. Structural equation

modeling (SEM) was used to test the proposed hypotheses, while mediation analysis was performed to examine the indirect effects of pro-social attitude and man-nature orientation on the relationship between inclusive leadership and employees' socially responsible behavior.

4. Data analysis and Results

For data analysis, descriptive statistics were first computed using SPSS. Furthermore, Structural Equation Modeling (SEM) was conducted using AMOS to test the proposed hypotheses. The SEM analysis was carried out in two stages. In the first stage, the measurement model was evaluated to assess the reliability and validity of the constructs. In the second stage, the structural model was assessed to examine the hypothesized relationships among the study variables.

Table 1
Descriptive Analysis

Sample Characteristics	Category	Frequency	Percent%
Gender	Male	244	86.2
	Female	39	13.8
Age	25-30	6	2.1
	31-40	211	74.6
	41-50	61	21.6
	51 and Above	5	1.8
	Total	283	100.0
Education	undergraduate	103	36.4
	Graduate	115	40.6
	Post graduate	65	23.0
Experience	Under 10 Years	61	21.6
	10-20 Years	182	64.3
	20-30 Years	38	13.4
	30 Above	2	.7
	Total	283	100.0

4.1 Demographic Profile of Respondents

Table 1 shows the demographics of the respondents. The sample for the survey consisted of male and female employees from various hotels, resorts, guest houses, travel agencies and tour operators operational in Hazara division of Pakistan. As indicated, the male respondents were extremely more in number than the female respondents, at 244 and 39, respectively. Age is important in terms of demography. 2.1% of individuals surveyed fell between the 25 to 30 age range, while most of the respondents were

between 31 and 40 years old (74.6%) followed by those between 41 and 50 years old (21.6%) and those older than 50 were only 5 (1.8%). As far as the education level is concerned, there were 283 responses, and of those, 103 were undergraduate and most of the 115 respondents were graduates, while 65 respondents had and post graduate level education. 21.6% of respondents have under 10 years, 64.3% 10-20 years, 13.4% 20-30 years of professional experience, and 7% participants have 30 years and above profession experience.

4.2 Reliability and Validity Analysis

In this study, the measurement model evaluation was conducted ensuing the procedures suggested by Hair et al., (2014), which acclaim evaluating four main criteria: indicator reliability (outer loadings), composite reliability, convergent validity measured by Average Variance Extracted (AVE), and discriminant validity. In-line to the recommendations of Hair et al. (2017), values of 0.70 or higher for indicators i.e. reliability and composite reliability indicate satisfactory reliability, while AVE values of 0.50 or above establish satisfactory convergent validity. The results given in table 2 demonstrate that the majority of indicators loadings exceeded the recommended threshold of 0.70, indicating satisfactory indicator reliability. Although IL9 exhibited a relatively low loading (0.417), the overall reliability and validity measures remained within acceptable limits.

Similarly, Cronbach's alpha as well as composite reliability for all the study's constructs were higher than .70 approving the stronger interior consistency. Moreover, the value for AVE are also higher than .50, representing the constructs of the study have acceptable convergent validity. Discriminant validity was measured via inspecting the degree to which indicators loaded further intensely on their individual constructs than on

other constructs. As demonstrated in Table 2, all indicators displayed higher loadings on their anticipated constructs and reasonably lower loadings on distinct constructs, thus instituting discriminant validity. Generally, the findings accessible in Tables 1 as well as table 2 validate that all four measurement model criteria satisfy the suggested thresholds values. These results settle that the measurement model is both reliable and valid, giving a vigorous foundation for following structural model analysis.

Prior to hypothesis testing, reliability and validity of the scales were assessed. Reliability tests for IL, PSA, MNO and ESRB were conducted. The reliability and validity of measurement indicators of variables are listed in Table 2.

The Cronbach's alpha values for all constructs exceeded 0.70, while composite reliability values were also above the recommended threshold (0.7), indicating satisfactory internal consistency. The factor loading for each measurement item is above 0.6, except for item 9 of flexible work arrangements (0.417) and Average Variance Extracted (AVE) are greater than 0.5, demonstrating high convergent validity. These results indicate that each set of items reliably and adequately represents its latent construct. To ensure the scales had good content validity, they were all adopted from mature literature.

Table 2
Results of reliability and validity test

Variables	Items	Factor Loading	Cronbach's α	CR	AVE
Inclusive Leadership	IL1	0.876	0.889	0.921	0.701
	IL 2	0.871			
	IL 3	0.681			
	IL 4	0.704			
	IL 5	0.789			
	IL 6	0.890			
	IL 7	0.857			
	IL 8	0.933			
	IL 9	0.417			
Pro-Social Attitude	PSA1	0.714	0.796	0.778	0.662
	PSA 2	0.728			
	PSA 3	0.805			

	PSA 4	0.809			
	PSA 5	0.772			
	PSA 6	0.897			
Man-Nature Orientations	MNO1	0.690	0.855	0.895	0.685
	MNO 2	0.786			
	MNO 3	0.828			
	MNO 4	0.906			
	MNO 5	0.915			
Employees' socially responsible behavior	ESRB1	0.819	0.913	0.940	0.718
	ESRB 2	0.710			
	ESRB 3	0.830			
	ESRB 4	0.834			

4.3 Correlation Analysis and Discriminant Validity

Table 3 demonstrates the correlation matrix as well as discriminant validity results founding upon the Fornell-Larcker criterion. In-line to this criteria, the square root of the AVE for distinct construct should be higher than its correlations with other constructs in the model to confirm discriminant validity. In Table, 2 the diagonal values show the square roots of AVE for IL (0.837), PSA (0.814), MNO (0.828), and ESRB (0.847). These values are higher than the corresponding inter-construct correlations, indicating that each construct shares more variance with its own indicators than with other constructs in the model.

Moreover, the correlation analysis revealed positive and significant relationships among all study constructs. IL showed positive correlations with PSA ($r = 0.541$, $p < 0.01$), MNO ($r = 0.487$, $p < 0.01$), and ESRB ($r = 0.624$, $p < 0.01$). Correspondingly, PSA was positively correlated with MNO ($r = 0.462$, $p < 0.01$) and ESRB ($r = 0.581$, $p < 0.01$). MNO also established a significant positive association with ESRB ($r = 0.581$, $p < 0.01$). Largely, the results approve satisfactory discriminant validity between the constructs and specify that variables are positively linked whereas enduring conceptually distinct. Consequently, the measurement model fulfils the suggested standards for discriminant validity and offers a comprehensive foundation for succeeding structural model analysis.

Table 3 Correlation Matrix and Discriminant Validity				
Construct	IL	PSA	MNO	ESRB
Inclusive Leadership	0.837			
Pro-Social Attitude (PSA)	0.541**	0.814		
Man-Nature-Orientation (MNO)	0.487**	0.462**	0.828	
Employees, Socially Responsible Behaviour (ESRB)	0.624**	0.581**	0.581**	0.847

Note: Diagonal bold values represent the square root of AVE.

4.4 Structural Model Assessment

The hypothesized relationships among the study variables were tested using Structural Equation Modeling (SEM) in AMOS. The structural model's overall fit was assessed utilizing several goodness-of-fit indices. Results depicted in table 4

confirm the model fit statistics as all the value reach the threshold values and the structural model exhibits satisfactory goodness-of-fit and is appropriate for testing the hypothesized association between IL, PSA, MNO, and ESRB, as the model fit indices established a satisfactory

fit of the anticipated model to the data ($\chi^2/df = 2.31$, GFI = 0.922, AGFI = 0.885, CFI = 0.953,

TLI = 0.945, NFI = 0.929, RMSEA = 0.056, and SRMR = 0.047).

Table 4 Structural Model Assessment; model fit indices								
Fit Index	χ^2/df <3	GFI> 0.90	AGFI> 0.80	CFI>0.90	TLI>0.90	NFI>0.90	RMSEA<0.08	SRMR<0.08
Results	2.31	0.922	0.885	0.953	0.945	0.929	0.056	0.047

4.5 Hypothesis Testing

The standardized path coefficients were studied to check the anticipated hypothesized model. Table 5 offerings the outcomes of the structural path analysis castoff to check the direct associations between the study's constructs. The significance of hypothesized association was assessed by means of standardized path coefficients (β), critical ratios (C.R.), and significance (p-values). The results suggested IL has significant positive effects on ESRB ($\beta =$

0.292, C.R. = 4.773, $p < 0.001$). the statistical outcomes also suggested that IL positively and significantly impacts the PSA ($\beta = 0.574$, C.R. = 10.054, $p < 0.001$). Furthermore, it is also clear from results that IL also has the positive and significant direct effects on MNO ($\beta = 0.486$, C.R. = 7.594, $p < 0.001$). on the basis of these results the direct effects of IL on PSA, MNO and ESRB was confirmed. Therefore, H1, H2 and H3 was study approved.

Table 5 Structural Path Results				
Hypothesis	Structural Path	B	C.R.	p-value
H1	IL→ERSB	0.292	4.773	<0.001
H2	IL→PSA	0.574	10.054	<0.001
H3	IL→MNO	0.486	7.594	<0.001

4.6 Mediation Analysis

To study the mediating roles of PSA and MNO in the association of IL and ESRB, a bootstrapping technique with 5,000 resampling was used. able 6 offerings the statistical outcomes of mediation analysis evaluating the indirect impacts of IL on ERSB via PSA and MNO. The significance of the indirect impacts was evaluated considering the bootstrapping technique and 95% confidence intervals (CI). It is clear from results that PSA significantly mediates the association between IL and ESRB ($\beta = 0.181$, $p <$

0.001), and the 95% CI [0.114, 0.272] does not contain zero. Additionally, MNO also, significantly mediates the association between IL and ESRB ($\beta = 0.121$, $p < 0.001$), and the CI [0.068, 0.210] also does not contain zero. Summing up, the results confirm that both PSA and MNO serve as a critical mechanism via which IL impacts the ESRB. Accordingly, H4 and H5 were supported, confirming the mediating roles of pro-social attitude and man-nature orientation.

Table 6 Indirect Effects				
Hypothesis	Indirect Association	β	95% Confidence Interval	p-value
H4	IL → PSA → ERSB	0.181	[0.114, 0.272]	<0.001
H5	IL → MNO → ERSB	0.121	[0.068, 0.210]	<0.001

5. Discussion

This study examined the influence of Inclusive leadership(IL) on Employees' Socially Responsible Behavior(ESRB) in tourism industry while investigating the mediating role of Pro-social attitude (PSA) and man-nature orientation (MNO).The findings indicate that inclusive leadership positively influences employees' socially responsible behavior.This findings indicates that when leaders create a workplace where openness, accessibility, and employee participation are valued, employees are more inclined to contribute toward organizational, social, and environmental objectives. These findings are consistent with previous studies, which argue that inclusive leaders foster trust, collaboration, and responsible workplace behavior by empowering employees and encouraging their active involvement in organizational decision-making (Duc and Tho, 2025; Shakil et al., 2021). When leaders create inclusive environment, value ideas and participation of their followers, followers perceive it positively and contribute towards collective goals.

The findings further reveal that Inclusive Leadership positively influences employees' Pro-Social Attitude.This is consistent with previous research suggesting that effective leadership practices significantly shapes employees' interpersonal values and social attitudes (Sholikhah et al., 2025; Wang et al., 2021). Inclusive leaders cultivate culture of cooperation, empathy, and coordination, which strengthen employees beliefs towards social well being. In tourism sector, where employees connect with tourists, colleagues, and local communities, such pro-social attitude significantly play role in promoting socially responsible conduct.

The results also demonstrate a positive relationship between Inclusive leadership and Man-nature orientation .This result is consistent with prior studies indicating that leadership can impact employees' ecological values and sustainability-oriented beliefs (Yan et al., 2026; Patwary et al., 2022). IL encourage employees to develop stronger beliefs regarding harmony between human and nature. Consequently, such

beliefs significantly impact employees behavior in tourism industry, strengthening their contribution in environmental sustainability initiatives.

Furthermore, this study confirms the mediating role of PSA in relationship between IL and ESRB. This finding is consistent with theoretical assumptions of the Theory of Planned Behavior, which proposes that individuals' attitudes shape their behavioral intentions and subsequent actions.IL encourages cooperation, empathy and inclusiveness among employees which subsequently engage them in environmentally and socially responsible behavior. Thus, PSA serves as an important psychological mechanism between IL and ESRB.

Similarly, the results support the mediating role of man-nature orientation between IL and ESRB. Employees who values harmony and care for nature are more likely to translate these values into SRB. Although MNO as a mediating mechanism has received limited empirical attention, the present study suggest that employees' environmental values constitute an important pathway through which Inclusive Leadership promotes socially responsible behavior. This highlights the importance of cultivating environmental awareness alongside organizational sustainability initiatives.

From a practical perspective, these findings have important implications for tourism industry.Employees regularly interact with tourists, local communities and natural environments. IL encourages employees to participate in pro- social and sustainability related initiatives, thereby achieving sustainability objectives.

As a result, employees are more likely to engage in behaviors that benefits society, support community welfare and participate in environmental conservation.These results are crucial for achieving long-term goals of sustainable tourism development.

Overall, the findings extend the Theory of Planned Behavior by demonstrating that IL influences ESRB both directly and indirectly through PSA and MNO. This study highlights the significance of developing social and

environmental beliefs among employees, that subsequently encourage socially responsible behavior and promote sustainable tourism development.

6. Theoretical Implications

This study extends the current literature by extending the application of Theory of Planned Behavior (TPB) with reference to sustainable tourism practices. This study suggests that IL significantly influence employees' SRB. By incorporating PSA and MNO as mediators, the study give insights to psychological processes through which leadership influences employee behavior.

Moreover, the study enriches the emerging literature on IL by examining its role in promoting Sustainability. This study has also incorporated dual mechanism model of social and environmental concerns which provide comprehensive explanation of SRB within tourism organizations. Finally, the study was conducted in the northern areas of Pakistan, enrich in tourism, but overlooked in research. Thus contributing significantly towards IL and its impacts on tourism industry.

7. Practical Implications

This study has provided several implications for managers and policy makers in tourism industry. The study gives insight to the significance of IL in fostering employees' SRB. Tourism industry should encourage inclusive leadership practices such as openness, two-way communication, participation and supportive interactions, to create a positive workplace environment.

The study also reveals that PSA should foster in employees through effective training programs, collaboration, and community encouragement initiatives. Through such practices, employees helping attitude toward other employees, organization and society develops, which subsequently translates into SRB. Furthermore, tourism organizations should focus on environmental awareness programs to strengthen man-nature orientation. Both social and environmental awareness, enable employees to contribute toward sustainability goals.

The findings also emphasize the need to develop a supportive leadership and sustainability programs within tourism sector. Through these initiatives, long-term social and environmental sustainability of natural environment can be achieved, particularly in growing tourism sector such as Hazara Division, Pakistan.

8. Limitations and Future Research

This study has contributed to both the theoretical and practical aspect of literature; however, it also has several limitations. First, the study is limited to tourism sector only, therefore, the findings may not be generalized to other industries. Second, the study is conducted in Hazara Division, Pakistan, which may limits its application to other geographical areas. Third, the study has tested PSA and MNO as mediating variables, while other variables and organizational factors may also influence employees' SRB.

Future research may investigate the proposed model by adding mediating or moderating variables such as psychological empowerment, ethical climate, or generativity. Comparative studies across different industries and regions can be conducted to enhance generalizability of the findings. Moreover, cross sectional design was employed to current study, which limits its consistency evidence. Longitudinal studies are recommended to investigate the long-term impact of IL on employees' SRB and sustainability related outcomes.

9. Conclusion

This study examined the influence Inclusive leadership on Employees' Socially Responsible Behavior in the tourism sector by investigating the mediating roles of Pro-Social Attitude and Man-Nature Orientation. The findings suggests that Inclusive Leadership positively influences employees' socially responsible behavior both directly and indirectly through these two psychological mechanisms. The results demonstrate that inclusive leadership can foster social and environmental values in employees' by encouraging behaviors that contribute to organizational sustainability and community well-being.

This study extends the Theory of Planned Behavior by illustrating the role of Inclusive Leadership on shaping employees' socially responsible behavior through both social and environmental attitudes. This study provides a more comprehensive understanding of the psychological processes underlying sustainable employee behavior, by integrating Pro-social attitude and Man-nature orientation within a single framework.

The findings reveals that IL create a working environment which encourage mutual cooperation, harmony with nature, participation and openness which develops strong beliefs among employees. These values are then translated into positive attitude and subsequently socially responsible workplace behavior. The findings also reveals that leadership is significantly important in shaping employees' attitudes, values, and behavioral intentions toward social and environmental responsibility.

In the context of tourism organizations, management should foster an environment where employees are open to communication, help and support each other, and aware of environmental responsibilities. Such initiatives, strengthen employees' positive attitude toward welfare of society and environment, thereby contributing to sustainable tourism development. Therefore, inclusive leadership practices should be integrated into the core objectives of the tourism industry.

To conclude, this study highlights the positive influence of IL on employees' SRB through the development of psychological factors, such as PSA and MNO. By encouraging social and environmental awareness among employees, tourism organizations can enhance their contribution toward sustainability goals and responsible tourism development.

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