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## **How Inclusive Leadership Fosters Trust but Produces Unequal Knowledge Sharing**

### **Abstract**

Although inclusive leadership fosters trust and knowledge sharing, the conditions under which these effects manifest remain largely limited in the literature. Drawing on role congruity theory, we argue that the effectiveness of inclusive leadership depends not on whether leaders succeed in building trust, but on how followers enact that trust in behaviour. Using data from 59 teams in Nigerian manufacturing organisations, we found that inclusive leadership enhances follower trust in leaders. Our study also found that trust results in knowledge sharing more strongly under female leaders, and the direct effect of inclusive leadership on knowledge sharing is also strengthened when leaders are women. In addition, gendered role expectations do not limit trust formation but determine how trust is transformed into collective action.

**Keywords:** Inclusive leadership, knowledge sharing, trust, role congruity theory