

EFFECTS INCLUSIVE LEADERSHIP ON PSYCHOLOGICAL DISTRESS AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR : THE ROLE OF WORK  
ENGAGEMENT

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Abstract

A leader is critical in decreasing the psychological stress experienced by nurses during the epidemic. Organizational citizenship behavior (OCB) can be enhanced by leaders. The purpose of this study was to see if inclusive leadership may lower psychological stress in nurses and if the leader can maximize employees' OCB attitudes by taking into account the role of job engagement in the workplace. The g-form questionnaire survey method was utilized in this study, with cross-sectional data collected from 288 nurses at a state hospital in Wonogiri, Central Java. SEM-PLS was used to evaluate the acquired data. The findings revealed a significant inverse link between inclusive leadership and psychological discomfort. Furthermore, inclusive leadership has a significant positive effect on OCB; thirdly, there is a significant positive relationship between work engagement and psychological distress; and finally, there is a significant positive relationship between work engagement and OCB. The study suggests that leaders be optimized by giving reciprocal acts and a sense of security in unexpected situations that result in psychological suffering, and that prevention methods be designed when unexpected events occur.

Keywords: Pandemic, inclusive leadership, psychological distress, OCB, work engagement.

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## INTRODUCTION

An outbreak of novel coronavirus disease (Covid-19) was first reported in December 2019 in the city of Wuhan, China (Zhao et al., 2020). The virus was designated by the WHO as a global pandemic worldwide in March 2020. Employees working in healthcare such as nurses would be more vulnerable to psychological stress and workplace safety levels during the Covid-19 pandemic as they were engaged physically and emotionally during the work (Eriksen et al., 2006). Such threats to workplace safety bring psychological distress to nurses as they face psychosocial and mechanical stress in the workplace (Wall et al., 1997). The nurses faced psychological job demands that would be higher due to occupational hazards during self-isolation and quarantine (Ahmed et al., 2020). This provides people an alert, especially those who would be very vulnerable to work safety and psychological pressure at work. Leaders have important roles to reduce the nurses' psychological pressure during the pandemic. In addition, it is and how leaders can motivate employees so that they can still show OCB behavior.

In Indonesia covid-19 still exists. New variants of COVID-19 cases are still found, so that vaccination is still considered as an important to solve the problem. The first recent case was reported on 11 October 2022, until March 2023 there have been 14 cases of orthrus variants in Indonesia. On the global context, the Orthrus was firstly reported in India in July 2022. Moreover, on 18 January, it is reported that more than 12,000 cases were reported in 66 countries, with the most cases in the UK, Denmark, Singapore, and New Zealand (Kementerian Kesehatan Republik Indonesia, 2023). Therefore, it can trigger psychological stresses for health workers.

Psychological distress is a common symptom and anxiety of depression felt by an individual. (Ormel & Schaufeli, 1991). The anxiety and depression illustrate stable nature and state of both, which are sensitive to change that occur after an external event (Ahmed et al., 2020). Job-related stress also potential to activate dysfunctional intermediary psychological and physiological processes, which can lead to adverse effects on employee health (Ahmed et al., 2020).

The level of psychological distress felt by employees can be minimized, one of which is through figure of the leader. A research by Ahmed et al. (2020) found that the inclusive leadership has negatively correlated relationship with psychological distress. One form of leadership that can reduce the level of psychological distress received by employees is inclusive leadership.

Inclusive leadership is a form of leadership that refers to words and actions to show appreciation for the contributions of others (Nembhard & Edmondson, 2006). Inclusive leadership can also be defined by a leader's attitude of visibility, accessibility, and availability when interacting with employees (Carmeli et al., 2010). According to Ahmed et al. (2020) Inclusive leadership is essentially an accurate listener. Through this attitude, inclusive leadership can reduce the pressure of stressful situations through regular interactions between leaders and employees. Thus, this inclusive leadership can play a role to reduce the psychological distress received by providing support, convenience and peace of mind to employees because they believe there is someone they can contact in times of need (Ahmed et al., 2020).

Employees who receive support from a leader will tend to show higher work engagements. The other research, I analyzed mediating role of work engagement variables that impact inclusive leadership to influence perceived psychological distress. According to Wang et al. (2019) work engagement has a positive relationship with inclusive leadership. Inclusive leadership also increase work engagements to return support to leaders who have helped employees reduce the stress and ensure their psychological well-being (Ahmed et al., 2020).

Work engagement is one of the outcomes that refers to a state of mind with the nature of satisfaction at work. (Schaufeli & Bakker, 2004). So that increased work engagement will positively affect their psychological state (Ahmed et al., 2020). This work engagement can be used as a linking procedure between inclusive leadership and positive mindset with lower levels of psychological distress (Ahmed et al., 2020).

Inclusive leaderships support and attention to employees needs can help to create a calm and secure psychological state between employees because according to Kahn W. (1990) psychological state at work can also encourage employee behavior at work. Employees who are psychologically involved in a job will be more likely to OCB. OCB is a behavior that refers to behavior that goes beyond what is written in the employment contract, and cooperative behavior that is not directly recognized by the formal reward system (Farh et al., 1990). OCB refers to the voluntary actions of individuals that are not formally recognized by a reward system but promote the organization that provides many benefits to an organization Farid et al. (2019).

According to research Babcock-Roberson & Strickland (2010) Work engagement will positively influence OCB behavior. According to Organ (1988) One of the OCB dimensions, Sportsmanship, is the behavior of a worker who accepts unpleasant circumstances and feels less right for himself. This behavior can be shown by how employees do not complain when they are in bad conditions and still do not neglect in completing tasks even in emergencies.

This research is a development of a model conducted by Ahmed et al. (2020) how and when inclusive leadership suppresses psychological distress during crises evidence from the covid-19 outbreak which is slightly modified. The study suggests in future research to add additional variables of extra role behavior or OCB which is reported by colleagues or supervisors. According to Organ (1988), one of the dimensions of OCB a Sportsmanship is the behavior of a worker who accepts unpleasant circumstances and feels less right for him. This behavior can be shown by how employees do not complain when they are in bad conditions and are still not careless in completing tasks even in emergencies.

Finally, the purpose of this study includes four. First to analyze the effect of inclusive leadership on psychological distress, second to analyze the effect of inclusive leadership on OCB, third analyze effect of work engagement as a mediating variable between inclusive leadership and psychological distress, and the last analyze work engagement on OCB. Meanwhile, the main novelty of this study is the examination of the influence of figure inclusive leadership in nurses on employee OCB during unexpected situations.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Inclusive Leadership and Psychological Distress**

Theoretically, inclusive leadership is different from other leadership styles. Inclusive leadership focuses on practices that value employee diversity in the decision-making process. This makes employees comfortable to share their opinions without fear of power distance or status differences (Hassan & Jiang, 2019). Inclusive leadership can also demonstrate interactional justice and trust. (George & Zhou, 2007). Research conducted by Ahmed et al. (2020) on the influence of inclusive leadership on psychological distress illustrates results that suggest inclusive leaders should work to create a more open and engaging environment for nurses. Such leadership behaviors may impact the health of employees who have experienced traumatic events due to the Covid-19 pandemic

(Ahmed et al., 2020). This will result in increased morale while reducing perceived psychological distress. Research Kim & Jaesung Moon (2019) and Javed et al. (2019) shows that inclusive leadership is positively associated with psychological safety, thus providing empirical evidence that inclusive leadership has a significant negative effect on psychological distress during an emergency or pandemic.

Inclusive leadership contributes to building psychological meaningfulness and employee vitality (Binyamin & Brender-Ilan, 2018) to view the world as a safe place, thereby reducing the negative psychological impact of the Covid-19 pandemic. Repeated stress and anxiety in the workplace can also lead to psychological distress, which is why the study conducted by Zhao et al. (2020) shows that inclusive leadership in healthcare is essential to avoid psychological distress and help nurses to maintain a healthy mentality.

From the psychological point of view, work during the pandemic does demand more mental energy compared to the routine. The supportive behavior of inclusive leaders can minimize the uncertainty, anxiety, and role stress caused by the Covid-19 pandemic so that inclusive leadership plays a role in reducing this psychological pressure by providing convenience and peace of mind to employees during the Covid-19 pandemic (Ahmed et al., 2020). Based on the review of previous research, the effect of inclusive leadership on psychological distress can be formulated as follows:

***Hypothesis 1. Inclusive leadership has a negative effect on psychological distress.***

#### **The Mediating Role of Work Engagement.**

Work engagement is one of the outcomes that refers to a state of mind with a sense of satisfaction at work (Ahmed et al., 2020). Work engagement has three important dimensions, namely, passion, dedication, and absorption (W. B. Schaufeli & Bakker, 2004) so that employees' ethics receive support from a leader, the organization, or the environment, they tend to show increased work engagement at work through higher morale, a more dedicated approach to tasks and increased absorption in their tasks (by Arnold Bakker & Leiter, 2010). Social exchange theory Blau (1964) argues that employees who receive high levels of support from management, then employees feel to provide good reciprocity for the company.

According to Ahmed et al. (2020) focusing on the work being done can increase work engagement positively so that it can affect the psychological state of employees. The results of the research Ahmed et al. (2020) showed nurses reciprocated leaders' inclusive behavior and increased work engagement to return support to leaders who had helped them reduce stress and ensure their psychological well-being.

Support and attention from leaders to employees' needs helps bring about a positive mood among employees. The focus on work and sense of purpose at work through increased work engagement positively affects one's psychological state. It leads to higher levels of vigor among employees, so they show strong dedication to tasks and become more engaged in their work.

According to Sekaran & Bougie (2016:79) Mediating variables are variables that appear between the time the independent variable begins to operate to influence the dependent variable and the time its impact is felt, so work engagement will be a mediating variable and work

engagement will arise because inclusive leadership begins to operate to influence psychological distress. Work engagement arising from a form of inclusive leadership that can reduce perceived psychological distress through increased morale, dedication, and absorption in work (Ahmed et al., 2020). Therefore, the following hypothesis can be formulated:

***Hypothesis 2. Work engagement mediates the effect of inclusive leadership on psychological distress.***

#### **Inclusive Leadership and OCB**

Inclusive leadership is considered a leader who can demonstrate openness, accessibility, and availability in their interactions with their subordinates (Carmeli et al., 2010). Some of the characteristics of inclusive leaders include open communication to listen to employee feedback, caring about employees' interests and expectations and being willing to provide assistance to employees (Hollander, 2009). Research conducted by Hanh Tran & Choi (2019) showed a positive relationship between inclusive leadership and OCB. This is in line with research Farooqui (2012) which shows that supportive leader behavior will encourage employee voluntary behavior to increase the effectiveness of an organization.

According to Hanh Tran & Choi (2019) inclusive leadership will positively impact employee OCB in three ways. Firstly, the supportive behavior of inclusive leaders generates a perception among employees that they have received favorable treatment, which motivates them to act reciprocally towards the leader and the organization. Engaging in OCB is one way that employees might reciprocate the behavior of the leader. Previous studies have supported the idea that good supervisor support is essential for the development of OCB (Liu, 2009).

Second, employees can demonstrate OCB by paying attention to inclusive leadership behavior. Inclusive leadership can openly help employees such as the availability to offer help to others, can be perceived as a credible model by employees, so employees are likely to show supportive helping behavior to others. Lastly, supportive behaviors from inclusive leadership contribute to building employees' trust in the leader (Hollander, 2009). Therefore, based on empirical evidence from previous research, the following hypothesis can be concluded:

***Hypothesis 3. Inclusive leadership has a positive effect on OCB.***

#### **Work Engagement and OCB**

Kahn W. (1990) argues that an individual will become actively involved in the workplace when he is able to involve and express himself physically, cognitively and emotionally. It is this engagement and self-expression in task behavior that drives role performance at work (Ahmad & Omar, 2015). OCB is a possible outcome of work engagement as the state of being engaged not only includes positive affect but will also motivate behavior (Soane et al., 2012).

Employees who are psychologically engaged in their work with a company are more likely to do other things outside of their job position and spend more time and effort on work-related issues and relationships (Farid et al., 2019). So, it can be said, work engagement can lead to role behaviors such as OCB.

Study conducted Farid et al. (2019) has shown that work engagement positively affects OCB. Furthermore, research from Rurkkhum & Bartlett (2012) showed that there is a positive relationship between work engagement and each component of OCB including courtesy, conscientiousness, altruism, sportsmanship, and civic virtue. Other research also illustrates that employees who are engaged in a job tend to perform OCB because they are efficiently able to achieve workplace goals and they feel capable of performing OCB as an extra role behavior (Christian et al., 2011). Therefore, based on several arguments and empirical evidence from previous research, the following hypothesis can be concluded:

**Hypothesis 4. Work engagement has a positive effect on OCB.**

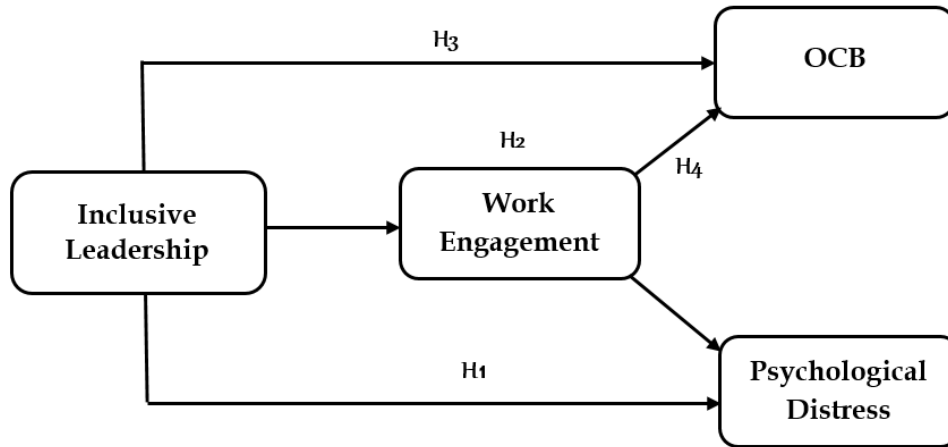


Figure 1: Research model

## RESEARCH METHODS

The type of research to be carried out is quantitative research with a survey method, which is a research method used to research on certain populations and samples whose data collection uses primary data using research instruments that are carried out systematically and structured which aims to test predetermined hypotheses (Cooper & Schindler, 2014). The unit of analysis in this study is the individual. The type of data used is one-shot or cross-sectional, which is data collected at one specific time, in order to answer research questions (Cooper & Schindler, 2014). This research will use the questionnaire method as a method to collect data from primary data sources. The distribution of questionnaires to respondents will be done by online questionnaires. Questionnaires are most useful as a data collection method, especially when a large number of people have to be reached in different geographical area (Sekaran & Bougie, 2016:154).

In this study, the scale to be used is a five-point Likert scale which will be summed up and consists of statements that express favorable or unfavorable attitudes towards the object of the question (Cooper & Schindler, 2014:278). Participants are asked to agree or disagree with each

statement. Each response is assigned a numerical score to reflect the degree of favorability of the attitude and the scores can be summed to measure the overall attitude of the participant. The score range consists of a value of 1 which means "strongly disagree" and a value of 5 "strongly agree". Measurement of inclusive leadership variables will be measured by a questionnaire adopted by Carmeli et al. (2010) which consists of 9 question items. Psychological distress will be measured by an instrument adopted from Kessler et al. (2002) which consists of 6 question items. OCB variable will be measured using 16 question items adopted from K. Lee & Allen (2002). The work engagement will be measured by an instrument adopted from Wilmar B. Schaufeli et al. (2006) a total of 9 question items containing passion, dedication and absorption.

According to Cooper & Schindler (2014:338) population is a collection of all objects to be studied. The population of this study were all nurses at dr. Soedirman Mangun Sumarso Wonogiri Hospital, totaling 288 nurses (rsudsoedirmanms, 2021). While the sample is a part element of the population (Cooper & Schindler, 2014:338), So the sample is part of the number and characteristics possessed by the population. The sample in this study were people who worked as nurses at Soedirman Mangun Sumarso Wonogiri Hospital.

The number of samples in this study refers to Hair (1998) The minimum sample size in this study is determined by the formula for the number of indicators multiplied by 5, which means  $42 \times 5 = 210$ . Meanwhile, the maximum sample in this study was  $42 \times 10 = 420$ . Thus, the minimum sample used in this study is at least 210 samples. This research will use data analysis techniques with the Structural Equation Modelling (SEM) inferential statistical method. According to Cassel, Hackl & Westlund in Hair et al (2017) SEM works efficiently with small sample sizes and complex, practical models that make no assumptions about the underlying data. According to Lee et al. (2011) SEM is a combination of two powerful statistical approaches namely exploratory factor analysis and structural path analysis, which allows simultaneous assessment of the measurement model and structural model.

## RESULTS AND DISCUSSION

### Reliability and Validity

Validity will explain how good the data collected in a study is before processing and analyzing the data obtained from the questionnaire. Validity testing is needed so that research produces something that can be accounted for, minimizes errors, and avoids meaningless results. Validity is measured by knowing the value of the loading factor from the convergent validity test of more than 0.70 and using the Fornell-Lacker criteria.

**Table 1 : Convergent validity test values**

Variable	Indicator	Loading Factor	Decision
Inclusive Leadership	IL 1	0,772	VALID
	IL 2	0,820	
	IL 3	0,708	
	IL 4	0,755	



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	IL 5	0,776	
	IL 6	0,800	
	IL 7	0,810	
	IL 8	0,870	
	IL 9	0,821	
Work Engagement	WE 2	0,771	VALID
	WE 3	0,754	
	WE 4	0,774	
	WE 5	0,760	
	WE 6	0,808	
	WE 7	0,809	
	WE 8	0,806	
OCB	OCB 3	0,712	VALID
	OCB 4	0,749	
	OCB 5	0,805	
	OCB 6	0,776	
	OCB 7	0,776	
	OCB 8	0,715	
	OCB 9	0,756	
	OCB 10	0,748	
	OCB 11	0,789	
	OCB 12	0,824	
	OCB 13	0,834	
	OCB 14	0,837	
	OCB 15	0,829	
OCB 16	0,838		
Psychological Distress	PD 2	0,748	VALID
	PD 3	0,857	
	PD 4	0,829	
	PD 6	0,773	

Source. Processed Primary Data 2022

As can be seen from Table 1 regarding the value of the convergent validity test for all indicators, there are those that do not meet the loading factor value of 0.500, namely the OCB and TP variables. The indicators are OCB 1, OCB 2, WE 1, PD 1, and PD 5. So, after eliminating the loading factor, the value of each variable indicator is more than 0.7, which means that the variables contained in this study, which include inclusive leadership, psychological pressure, employee self-



sacrifice, work involvement, and OCB, can be said to be valid and can be used to measure latent variables.

Discriminant validity refers to the extent to which a test is not related to other tests in measuring different constructs. To evaluate discriminant validity in this study, we used the Fornell-Lacker criteria.

**Table 2. Fornell-Larcker criteria**

	KI	KK	OCB	TP
KI	0,794			
KK	0,792	0,775		
OCB	0,764	0,760	0,786	
TP	0,731	0,723	0,674	0,803

**Source. Primary data processed 2022**

Table 2 on the Fornell-Larcker criteria shows the square root value of each AVE for a construct that is greater than its highest correlation with other constructs. So, this shows that discriminant validity in this study is acceptable.

Reliability is used to determine the reliability or consistency of the measuring instrument used in a study. The research instrument can be said to be reliable if the resulting composite reliability value is greater than 0.70 and the Cronbach alpha coefficient value is greater than 0.50. It can be seen in Table 3 that the value of Cronbach's alpha is more than 0.60 and the composite reliability value is above 0.70, which means that the indicators used in this study are reliable or the instruments used in this study have good consistency for a study.

**Tabel 3. Cronbach's Alpha dan Composite Reliability**

No	Variabel Penelitian	Cronbach's Alpha	Composite Reliability	Keputusan
1	KI	0,926	0,939	Reliabel
2	KK	0,905	0,923	Reliabel
3	OCB	0,952	0,958	Reliabel
4	PDK	0,863	0,902	Reliabel
5	TP	0,822	0,879	Reliabel

**Source. Primary data processed 2022**

### Hypothesis Testing

A structural model is a structure that produces relationships formed by causality between variables. The first step is to evaluate the structural model by looking at the significance of the relationship between constructs or variables. This can be seen from the path coefficient, which is used to represent the hypothesized relationship connecting the model constructs.



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Table 4. Output t values and p values

Direct Effect			
	<i>Original Sample</i>	T Statistic	<i>P Values</i>
IL => WW	0,792	21,225	0,000
IL => OCB	0,299	4,415	0,000
IL => PD	0,491	6,228	0,000
WE => OCB	0,587	8,715	0,000
WE => PD	0,415	4,832	0,000
Indirect Effect			
	<i>Original Sample</i>	T Statistic	<i>P Values</i>
IL => WE=>OCB	0,465	8,116	0,368
IL=>WE=>PD	0,328	4,454	0,000

Source. Primary data processed 2022

Hypothesis 1, testing inclusive leadership as negatively related to psychological distress, was accepted ( $t = 6.228$ ,  $p = 0.000$ ). Next, hypothesis 2 tested the mediating effect of work engagement variables on inclusive leadership on psychological distress; the hypothesis was accepted ( $t = 4.454$ ,  $p = 0.000$ ). Finally, hypothesis 4 was also accepted ( $t = 8.715$ ,  $p = 0.000$ ). Hypothesis 3 tested the direct relationship between inclusive leadership and OCB, and the hypothesis was also accepted ( $t = 4.415$ ,  $p = 0.000$ ). Finally, hypothesis 4 was also accepted ( $t = 8.715$ ,  $p = 0.000$ ), which tested work engagement with OCB.

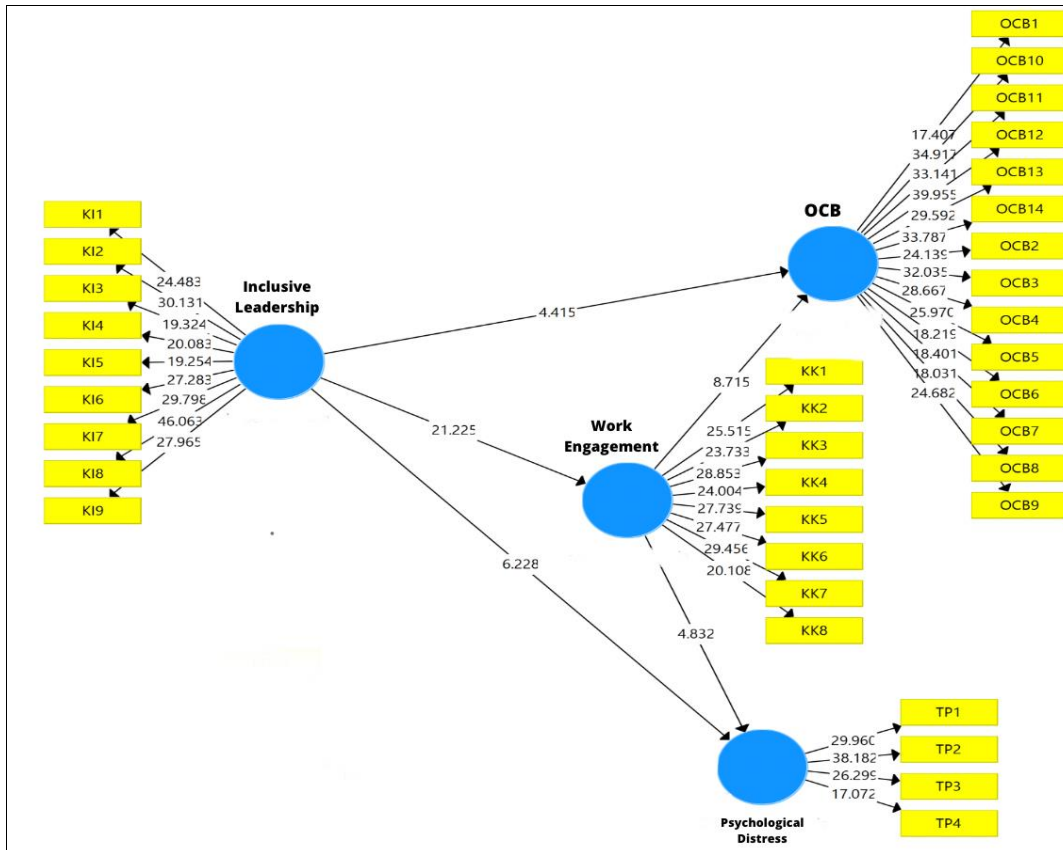


Figure 2. PLS-SEM Model Test Results

**F Square Test**

	<i>F Square</i>	Decision
KI => KK	1,681	Strong
KI => OCB	0,116	Weak
KI => TP	0,163	Weak
KK => OCB	0,447	Strong
KK => TP	0,107	Weak

Source. Primary data processed 2022

The table is the output of the F-square value determined, with values of 0.02, 0.15, and 0.35 representing weak, moderate, and strong effects, respectively. The results of inclusive leadership (IP) on work engagement (KK), OCB, and psychological distress (TP) have strong, weak, and weak

effects, respectively. Whereas the results of work engagement (COI) on OCB and psychological distress (TP) have strong and weak effects.

**R Square and Q Square Test**

	<i>R Square</i>	<i>Q Square</i>
KK	0,627	0,621
OCB	0,713	0,577
TP	0,587	0,505

**Source. Primary data processed 2022**

Output value of the coefficient of determination ( $R^2$ ). Based on the output obtained, the work involvement variable (KK) has an R square value of 0.672, so the level of prediction accuracy of the work involvement variable is moderate. Furthermore, the OCB variable has an R square value of 0.713, so the level of prediction accuracy of the OCB variable is moderate. Finally, the R square value of the psychological pressure (TP) variable is 0.587, so the level of predictive accuracy of the psychological pressure variable is also moderate. The prediction relevance (Q-square) of work engagement (KK), OCB, and psychological pressure (TP) is greater than 0.35, which means that the structural model compiled in this study is proven to be good or relevant.

## CONCLUSIONS

This research can contribute to the literature by explaining aspects of inclusive leadership related to psychological distress and OCB. Empirical evidence from this study can help a leader figure optimize inclusive leadership. This can be done by providing leadership attitude training organized by the company, such as managerial training or technical training that is mandatory or additional to how a leader figure can provide a sense of security and comfort when unexpected situations occur that result in psychological distress and can design prevention mechanisms. The role of work engagement can be done by setting a direct example to employees by always actively participating when working. They are given an understanding through selfless or self-sacrificing behavior. Thus, these behaviors can be defined as reciprocal actions related to kindness among colleagues, and OCB attitudes will automatically emerge from employees.

Although the implications of this study are important for the literature, this study has research limitations. Firstly, this study, in terms of time span, is a cross-sectional study, which is a study conducted at one time or 1 (one) time in data collection and presents a portrait of events in only 1 (one) time (Cooper & Schindler, 2014). The obstacle to this cross-sectional research is that it cannot capture if there are changes in perceived phenomena over time. Second, based on the respondent data, this research is almost a census, so it needs consideration in determining the sample to be used. Third, this study was conducted during the transition from a pandemic to an endemic, which may not fully capture the phenomena that occurred during the pandemic.

Future research can use longitudinal research methods with a longer time span so that the portrait of phenomena that occur not only at one time during the pandemic but also after the pandemic is complete. In addition, there is concern regarding whether the empirical evidence from this study will remain the same or not. The sample used can be expanded to other health industries, not just hospital nurses. Can examine the relationship between OCB and psychological stress and whether the two variables influence each other. This can be done by looking at theory and previous research so that the model images in this study are all able to connect well. Future research can add additional variables that are thought to be relevant to influence the variables in this study.

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