Original Article

Effect of Inclusive Leadership on Psychological Distress and Organizational Citizenship Behavior: Role of Work Engagement

[1]Riris Arifianto, [2]Sinto Sunaryo
[1]Faculty of Economics and Business, Sebelas Maret University, Indonesia.

Abstract: The figure of a leader will have an important role in reducing the psychological pressure nurses feel during a pandemic and how leaders can maximise Organizational Citizenship Behavior (OCB) employees. Therefore, this study was conducted to determine whether inclusive leadership can reduce the psychological pressure felt by nurses and whether the leader figure is able to maximise OCB attitudes, taking into account the function of work engagement. This study was conducted using a survey method with cross-sectional data from a sample of 288 nurses at RSUD dr Soediran Mangun Sumarso Wonogiri using the g-form questionnaire and analysed with SEM-PLS. The results showed that there is a significant negative between inclusive leadership and psychological distress. Secondly, there is a significant positive between inclusive leadership and OCB; thirdly, there is a significant positive relationship between work engagement that mediates inclusive leadership and psychological distress; and last, there is a significant positive between work engagement and OCB. The study recommends optimising leadership figures by providing reciprocal actions and always providing a sense of security when unexpected situations result in psychological distress and can also design prevention mechanisms when unexpected events occur.

Keywords: Pandemic, Inclusive Leadership, Psychological Distress, OCB, Work Engagement.

I. INTRODUCTION

An outbreak of the first reports of the novel coronavirus disease (COVID-19) came from Wuhan, China, in December 2019. (Zhao et al., 2020). The virus was designated by WHO as a global pandemic worldwide in March 2020. Employees working in healthcare, such as nurses, will be more vulnerable to psychological stress and workplace safety levels during the COVID-19 pandemic as they are engaged physically and emotionally during the work (Eriksen et al., 2006). Such threats to workplace safety bring psychological distress brought on by mechanical strain and social stress in nursing in the workplace. (Wall et al., 1997). The nurses faced psychological job demands that would be higher because of work-related risks during the self-isolation and quarantine (Ahmed et al., 2020). This provides people with an alert, especially those who would be very vulnerable to work safety and psychological pressure at work. Leaders have important roles in reducing the psychological distress nurses feel during a pandemic, and how leaders can motivate employees so that they can still OCB behaviour.

In Indonesia, covid-19 still exists. New variants of COVID-19 cases are still being found, so enforcing vaccination is important. The first recent case was reported on 11 October 2022; until March 2023, there have been 14 cases of orthrus variants in Indonesia. On a global level, Orthrus was first reported in India in July 2022. As of 18 January, more than 12,000 cases have been 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 stress for health workers.

Psychological distress is a common symptom and anxiety of depression felt by an individual. (Ormel & Schaufeli, 1991). Anxiety and depression illustrate the stable nature and state of both, which are sensitive to changes that occur after an external event. (Ahmed et al., 2020). Job-related stress also has the ability to trigger unhealthy intermediate psychological and physiological processes, which could have a negative impact on the health of employees. (Ahmed et al., 2020).

The level of psychological pressure employees feel can be minimised, one of which is through the leader's figure. Research Ahmed et al. (2020) found that inclusive leadership has a 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 in reducing the psychological pressure received by providing support, and workers find convenience and comfort in knowing that they have someone to turn to in times of need. (Ahmed et al., 2020).

Employees who receive support from a leader will tend to show higher work engagement. Further research will examine the function of work engagement as a mediator variable that impacts inclusive leadership to influence perceived psychological distress. According to Wang et al. (2019), work engagement has a positive relationship with inclusive leadership. Inclusive leadership can also increase work engagement to give back assistance to managers who have aided staff members in lowering stress levels and ensuring their mental health. (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). Increased work engagement will positively affect their psychological state (Ahmed et al., 2020). This work engagement can be used as a linking procedure connection to optimistic thinking and, less psychological discomfort, and inclusive leadership. (Ahmed et al., 2020).

Inclusive leadership support and attention to employees' needs can help to create a calm and secure psychological state between employees because, according to Kahn W. (1990), the psychological state at work can also encourage employee behaviour at work. Workers with a strong psychological attachment to their work will be more prone to OCB. OCB is a behaviour that refers to behaviour that goes beyond what is written in the employment contract, and cooperative behaviour that is not directly recognised by the formal reward system (Farh et al., 1990). OCB refers to the voluntary actions of individuals that a reward system fails to officially acknowledge but promotes the organisation that provide many benefits to an organization Farid et al. (2019).

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

This research is a development of a model conducted by Ahmed et al. (2020). When and how psychological anguish is suppressed during emergencies by inclusive leadership data pertaining to the COVID-19 pandemic, which is slightly modified. The study suggests that, in future research, additional variables of extra-role behaviour or OCB, which is reported by colleagues or supervisors, be added. According to Organ (1988), one of the dimensions of OCB Sportsmanship is the behaviour of a worker who accepts unpleasant circumstances and feels less right for him. This behaviour 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 aim of this research includes four. First, to analyze the effect of inclusive leadership on psychological distress; second, to analyze the effect of inclusive leadership on OCB; third, to analyze the effect of work engagement as a mediating variable between inclusive leadership and psychological distress; and last, to analyze work engagement on OCB. Meanwhile, the main novelty of this study is examining the influence of figure-inclusive leadership in nurses on employee OCB during unexpected situations.

II. LITERATURE REVIEW

A) Inclusive Leadership
Compared to other leadership philosophies, inclusive leadership is distinct. The principles of inclusive leadership emphasize the importance of workforce diversity in how decisions are made. Because of this, staff members feel free to voice their ideas without worrying about position inequalities or power imbalances. (Hassan & Jiang, 2019). Inclusive leadership can also demonstrate interactional justice and trust. (George & Zhou, 2007). Research conducted by Ahmed et al. (2020) on the impact of inclusive leadership on psychological distress indicates that inclusive leaders ought to endeavor to establish a more transparent and captivating atmosphere for nurses.

B) Psychological Distress
The concept of psychological distress, when looking at the scientific literature, is often applied to a combination of indistinguishable symptoms that include behavioral issues, personality characteristics, functional impairments, and symptoms of depression and general anxiety (Drapeau et al., 2012). According to Mirowsky & Ross (2002), psychological distress is defined as a state of emotional suffering characterised by symptoms of depression and anxiety. Psychological distress has become a major mental health issue in the workplace worldwide that can be linked to a number of symptoms and potential repercussions in many professions. Depression, for instance, can lead to reduced output, absenteeism, turnover in employment,

and financial expenses. (Cocker et al., 2014)

C) Organization Citizenship Behavior (OCB)

OCB is a behaviour not limited to what is written in the employment contract and cooperative behaviour, which is not directly recognised by the formal reward system (Organ, 1990). OCB typically refers to actions that go above and beyond what is required (Danish et al., 2014). Organisational citizenship behaviours are also flexible individual behaviours that are not stimulated through incentives and promote effective organisational work (Organ, 1988). The extra role of employee behaviour contributes positively to organisational performance. Organisational citizenship behaviours can lead to organisational effectiveness and improved individual and organisational performances. The extent of inter-organizational civic behavior across a variety of job types has been found to be reliably predicted by a wide range of employee, task, organizational, and leadership variables (Podsakoff et al., 2000). Compared to workers whose tasks are selected based just on pay even when they exhibit less organizational citizenship behavior, employees who perform in such circumstances to enhance their skills and talents are more likely to develop organizational citizenship behavior (Moorman & Harland, 2002).

D. Work Engagement

The term work engagement was first conceptualised by Kahn W. (1990) as an organisational member's self-utilisation for their job role. Work engagement can be defined as the attitude of employees who feel positive emotions towards their work, find the work to be personally meaningful, find the workload manageable, and have hope for the future of their work (Nelson & Simmons, 2003). Meanwhile, Schaufeli & Bakker (2004) define work engagement as a positive, satisfying and work-related state of mind that refers to affective and cognitive states that are more persistent and deep and not focused on specific objects, events, individuals, or behaviours.
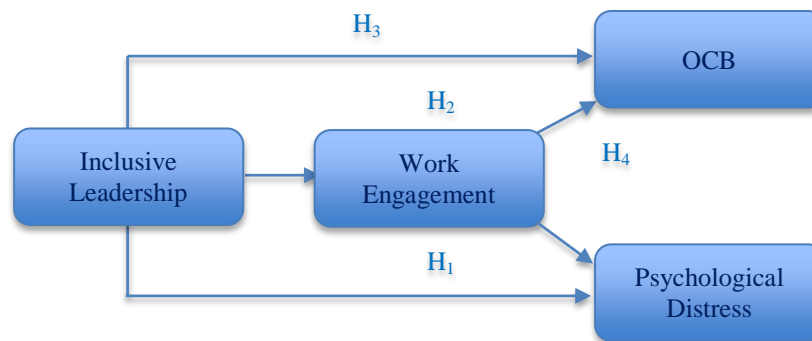

Figure 1: Conceptual Framework

III. RESULTS AND DISCUSSION

Figure 1 shows the conceptual framework regarding the direct influence of inclusive leadership on psychological distress and OCB. In addition, this study looks at the indirect effect of work engagement variables on inclusive leadership with psychological distress.

This research will use data analysis techniques with the Structural Equation Modelling (SEM) in Figure 2. 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. The population of this study were all nurses at Dr. Soediran Mangun Sumarso Wonogiri Hospital, totalling 288 nurses (rsudsoediranms, 2021). While the sample is a part element of the population (Cooper & Schindler, 2014:338), 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 Soediran Mangun Sumarso Wonogiri Hospital.
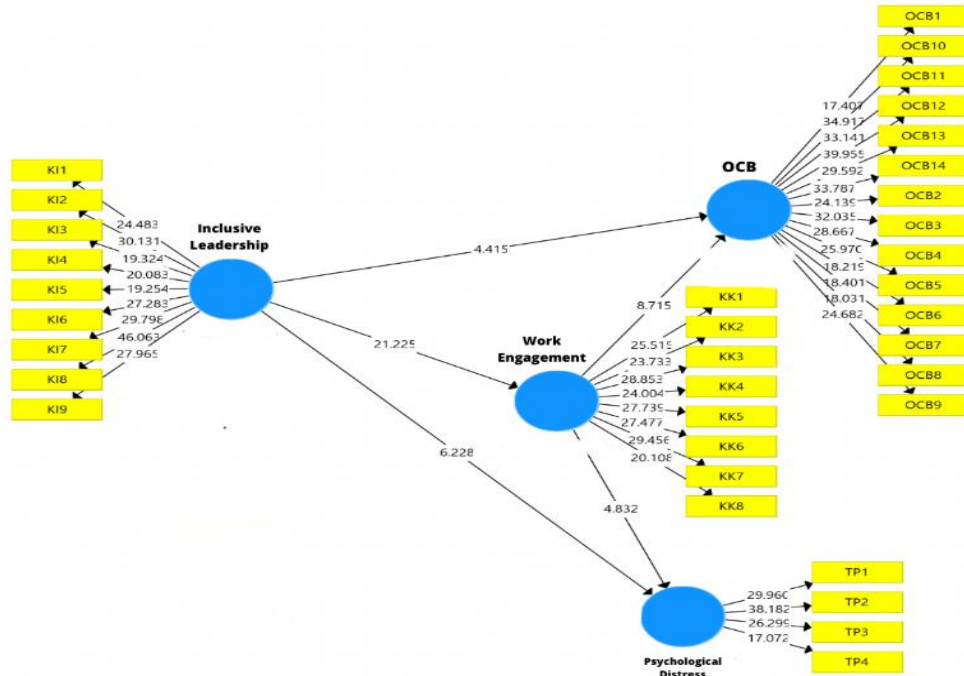
Figure 2: SEM-PLS Results

Table 1: Validity and Reliability Result

Variable	Indicator	*Loading Factor*	Cronbach's Alpha	Composite Reliability
Inclusive Leadership	IL 1	0,772	0,926	0,939
	IL 2	0,820		
	IL 3	0,708		
	IL 4	0,755		
	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	0,905	0,923
	WE 3	0,754		
	WE 4	0,774		
	WE 5	0,760		
	WE 6	0,808		
	WE 7	0,809		
	WE 8	0,806		
	WE 9	0,716		
OCB	OCB 3	0,712	0,952	0,958
	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		

	PD 2	0,748		
Psychological Distress	PD 3	0,857	0,822	0,879
	PD 4	0,829		
	PD 6	0,773		

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. Table 3 illustrates that Cronbach's alpha value 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.

Table 2: Result of PLS-SEM

Direct Effect				
	Original Sample	**T Statistic**	*P Values*	**Result**
IL => PD	0,491	6,228	0,000	Not Suported
IL => OCB	0,299	4,415	0,000	Suported
WE => OCB	0,587	8,715	0,000	Suported
Indirect Effect				
	Original Sample	**T Statistic**	*P Values*	**Result**
IL=>WE=>PD	0,328	4,454	0,000	Supported

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

According to Table 2's outcomes show that the t-statistic value of the connection between psychological stress and inclusive leadership is 6.228, greater than 1.96, and the p-value is 0.000 or less than 0.05. These results indicate that inclusive leadership figures have a positive influence on psychological stress, so in accordance with hypothesis 1 in this study, the proposed hypothesis is not supported.

Hypothesis 2 Effect of work engagement as a mediating variable of inclusive leadership on psychological distress.

Based on the output results in Table 2, it shows that the t-statistic value of the connection between work involvement that mediates the effect of inclusive leadership on psychological stress is 4.454 or the t-value for two-sided test interpretation> 1.96, and the p values are 0.000 or <0.05. The t and p values in hypothesis 2 fulfil the requirements, so hypothesis 2 in this study is supported.

Hypothesis 3 Inclusive leadership has a positive effect on OCB

The output results in Table 2 show that the t-statistic value of the relationship between inclusive leadership and OCB is 4.415, or the t-value for two-sided test interpretation> 1.96, and the p-value is 0.000 or <0.05. The t-value and p-value in hypothesis 4 fulfil the conditions, so hypothesis 3 in this study is supported.

Hypothesis 4 Work Engagement has a positive effect on OCB

Based on the output results in Table 2, the t-statistic value of the relationship between job satisfaction and OCB is 8.715 or the t-value for the interpretation of the two-sided test> 1.96, and the p-value is 0.000 or <0.05. The t-value and p-value in hypothesis 4 meet the requirements, so hypothesis 4 in this study is supported.

IV. CONCLUSION

This research can contribute to the literature by providing insights into aspects of inclusive leadership related to psychological distress and OCB. This study's empirical data can assist a leader in maximizing inclusive leadership practices. Based on the findings in this study, leaders are positively related to psychological distress, which is different from previous research. Figure leaders can provide a sense of security and comfort when unexpected situations occur. However, sometimes, the approach taken by figure leaders can have an impact on the situation of employees because they think employees feel a leader is always watching them. Thus, leader figures must be careful in approaching employees so that employees can optimally perform work engagement and OCB.

This research has limitations. First, in terms of time span, this study, is a cross-sectional study, which is research conducted at one time or 1 (one) data collection and presents a portrait of events in 1 (one) time only. The constraint of this cross-sectional research is that it cannot capture if there are changes in perceived phenomena over time. Secondly, based on the respondent data, this research is almost a census, so it needs consideration to determine the sample to use. Thirdly, this study was conducted during the transition period from pandemic to endemic, which may not fully capture the phenomena that occurred during the pandemic. Finally, the discussion of leadership is a sensitive matter for an employee, so this research has not been able to mitigate every response from respondents, whether the answer is really what the employee feels or only answers to make the leader look good.

Future research can use longitudinal research methods with a longer time span so that the portrait of the phenomenon occurs not only at one time during the pandemic but also after the pandemic is over. In addition, there are concerns regarding whether the empirical evidence from this study will remain the same or not. The sample used could be expanded to other healthcare industries, not just hospital nurses. It might investigate the connection between OCB and psychological stress and any potential interactions between the two factors. This can be done by looking at theory and previous research so that the description of the model in this study can all be well connected. Future research can add other variables that are considered relevant to influence the variables in this study.

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