

## The Role Of Organizational Commitment And Psychological Safety In Mediating The Effect Of Inclusive Leadership On Work Engagement Of Government Employees Of Konawe Kepulauan Regency

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### ABSTRACT

This study aims to test and analyze inclusive leadership on organizational commitment, psychological safety, and work engagement, as well as to test the role of organizational commitment, psychological safety, in mediating the influence of inclusive leadership on work engagement. This study was conducted on employees of the Konawe Islands Regency Government. The population of this study was all employees of the Konawe Islands Regency Government consisting of echelon II, III, and echelon IV totaling 273. Sampling used the Slovin formula at a precision level of 5 percent, resulting in a sample size of 163 people. Data collection used in this study used a questionnaire. Furthermore, data analysis in this study consists of descriptive analysis and statistical analysis of Partial Least Squares PLS with SmartPLS Version 4. The results of this study indicate that inclusive leadership has a positive and significant effect on organizational commitment, psychological safety, and employee work engagement, organizational commitment has a positive and significant effect on employee work engagement, psychological safety has a positive and significant effect on employee work engagement, organizational commitment plays a role in mediating the effect of inclusive leadership on employee work engagement with partial mediation properties, and psychological safety plays a role in mediating the effect of inclusive leadership on employee work engagement with partial mediation properties.

**Keywords:** Inclusive Leadership, Organizational Commitment, Psychological Safety, and Employee Work Engagement

### 1. INTRODUCTION

In the era of globalization and the dynamics of increasingly complex changes in public sector organizations, local governments are required to improve public service performance through effective human resource management. One of the main challenges in this management is building high work engagement among employees. Work engagement reflects the extent to which individuals are psychologically present, energized, and dedicated in carrying out their duties. Employees who are actively involved have been shown to be able to increase productivity and make positive contributions to achieving organizational goals. Departing from the concept of inclusion, Randel et al., (2018) view inclusive leadership as a behavior to create a psychological experience of feeling unique and belonging to a team or organization.

One of the relevant leadership approaches in this context is inclusive leadership. Inclusive leadership emphasizes an open attitude, respects differences, and involves all team members in decision-making. Inclusive leaders are able to create a work environment that supports and values the contribution of each individual, thereby increasing employee ownership and engagement. However, the direct influence of inclusive leadership on work engagement still requires further investigation, especially in the context of local government.

Previous studies have shown that the relationship between inclusive leadership and work engagement is not always linear, but is influenced by mediating variables, such as organizational commitment and psychological safety. Organizational commitment reflects employees' emotional attachment and willingness to contribute to the goals of the institution. Meanwhile, psychological safety refers to an individual's belief that the work environment is safe to express ideas, concerns,

or mistakes without fear of negative consequences. These two variables play an important role in forming internal conditions that support work engagement.

The implementation of good inclusive leadership in an organization tends to encourage the creation of stronger organizational commitment. This is in line with various research findings that show that inclusive leadership has a positive and significant influence on organizational commitment. Inclusive leaders create a supportive work environment, value diversity, and encourage active participation from every member of the organization, which ultimately strengthens the emotional bond and loyalty of employees to the institution (Choi, Tran, & Park, 2015; Van, 2020; Yasin, Jan, Huseynova, & Atif, 2023; Gil, Mosegui, Zenezi, & Eguizabal, 2023; Ly, 2024). However, not all studies show consistent results. Sprouse (2021), for example, found that inclusive leadership did not have a significant effect on increasing organizational commitment in certain contexts.

Good inclusive leadership, in addition to increasing organizational commitment, also increases employee psychological safety and work engagement. Leaders who value subordinate differences and treat them fairly tend to create psychological safety (Carmeli, Reiter-Palmon, & Ziv, 2010; Lee & Dahinten, 2021; Aslan, Mert, & Sen, 2021; Wang & Shi, 2021; Fu, et al, 2022). Research (Choi, Tran, & Park 2015; Rodriguez 2018; Bannay, Hadi, & Amanah 2020; Chen et al. 2020; Wahab & Khan Bangash 2021; Aslan, Mert, & Sen 2021; Bao, Xiao, Bao, & Noorderhaven 2022; Ly 2024) shows that inclusive leadership has a positive and significant effect on employee work engagement, while Sprouse's (2021) research shows that inclusive leadership does not have a significant effect on employee work engagement. Thus, the implementation of inclusive leadership is a factor in increasing organizational commitment, psychological safety, and employee work engagement.

Organizational commitment is the extent to which employees have confidence in the values and goals of the organization, as well as acceptance of the policies and procedures implemented by the organization. In achieving organizational goals, one of them is the existence of good work engagement from the employees themselves, based on research findings (Cao, Liu, Liu, Yang, & Liu, (2019; Sezen-Gultekin, Bayrakci, & Limon, 2021; Ly, 2024) shows that organizational commitment has a significant effect on employee work engagement. However, this is different from the findings of Sprouse's research (2021) which shows that organizational commitment does not have a significant effect on employee work engagement

Psychological safety plays a significant role in driving work engagement (Frazier et al, 2017; and Hunt et al, 2021), as individuals who feel psychologically safe in their work environment are more likely to actively participate in their roles. When employees feel psychologically safe, they are more actively engaged in their work, participate in discussions, and contribute new ideas, based on research findings (Mat, Jansriboot, & Mat, 2019; Ge, Y, 2020; Liu & Ge, 2020; Dramanu, 2020; Aslan, Mert, & Sen, 2021; Heyns, McCallaghan, & Senne, 2021; Wowor & Dewi, 2022; Vakira, Shereni, Ncube, & Ndlovu, 2023; Khairy et al, 2023) showing that psychological safety has a positive and significant effect on employee work engagement

Organizational commitment and psychological safety are two important factors that act as mediators in the relationship between inclusive leadership and work engagement, especially for employees of the Konawe Islands Regency Government. Inclusive leadership not only has a direct impact on increasing employee engagement, but also creates a conducive work environment by increasing psychological safety and strengthening employees' emotional attachment to the organization. Research (Choi, Tran, & Park, 2015; and Ly, 2024) shows that organizational commitment plays a role in mediating the effect of inclusive leadership on work engagement. Work engagement, which involves emotional and mental attachment to work, is greatly influenced by a sense of safety in the workplace, research (Carmeli, Reiter-Palmon, & Ziv, 2010; Aslan, Mert, & Sen, 2021; Vakira, Shereni, Ncube, and Ndlovu, 2023; and Siyal, 2023) shows that psychological safety plays a role in mediating the effect of inclusive leadership on employee work engagement

The current condition of public services in Konawe Kepulauan Regency faces various challenges, despite efforts by the local government to make improvements. One of the main focuses is improving health services, education, and public administration. The local government is also involved in a bureaucratic reform program, where public service performance evaluations are carried out periodically to ensure better service quality. However, there are several obstacles such as limited infrastructure and human resources that affect the effectiveness of the service. In addition, there is a lack of space for employee participation in strategic decision-making due to dominance by the highest leadership. The lack of an open communication culture is an obstacle, where many employees feel reluctant to convey ideas or criticisms to superiors for fear of being considered disloyal or disrespectful of the hierarchy. Based on theoretical studies, phenomena in the field of research by Ly (2024) with the research title inclusion leadership and employee work engagement: the role of organizational commitment in Cambodian Public Organization, this study aims to examine the role of organizational commitment and psychological safety in mediating the influence of inclusive leadership on employee work engagement in the Konawe Kepulauan Regency government.

## 2. LITERATURE REVIEW

### Inclusive Leadership

Inclusive leadership has evolved from a focus on diversity compliance to a comprehensive approach that values and leverages diversity for organizational success. As the global workforce continues to diversify, the importance of inclusive leadership will only increase, requiring research, adaptation, and continued commitment from leaders at all levels. Research is beginning to show that inclusive leaders play a critical role in creating an inclusive organizational culture. They are change agents who encourage the active engagement and participation of all team members (Nembhard & Edmondson, 2006). Models are beginning to be developed to define the characteristics and behaviors of inclusive leaders. One influential model is the one developed by (Hollander, 2009), emphasizing the openness, accessibility, and availability of leaders. Carmeli, Reiter-Palmon, & Ziv (2010) explain that inclusive leadership refers to “leaders who demonstrate openness, accessibility, and availability in their interactions with followers.” Nembhard & Edmondson (2006), state that inclusive leaders act as change agents in creating an inclusive organizational culture. Bortini, Paci, Rise, & Rojnik (2016), inclusive leadership is based on the assumption of equality of values between individuals, where everyone has the right and space to express themselves freely. Randel et al., (2018) view inclusive leadership as a behavior to create a psychological experience of feeling unique and belonging in a team or organization. Roberson & Perry (2022) diversity researchers view inclusive leadership as a behavior to create a psychological experience of feeling connected in an organization.

### Organizational Commitment

Mowday, Steers and Porter (1983) explained that organizational commitment includes the understanding of an exchange relationship between individuals and work organizations. Delobbe & Vandenberghe (2000) over the past decade, organizational commitment (OC) has become an increasingly important topic in industrial/organizational psychology. Generally defined as the psychological relationship between employees and their organizations. Gibson et al. (2012), stated that organizational commitment involves three main attitudes, namely: (1) identification with organizational goals, (2) engagement in organizational tasks, and (3) loyalty to the organization. McShane and Von Glinow (2010:126) stated that organizational commitment is an employee's emotional attachment, identification, and engagement in a particular organization. Allen and Meyer (1990) that commitment is a psychological behavior (psychological state), which can make a person or individual take actions that are in accordance with the goals of their organization or are characteristics of the relationship between organizational members and their organizations and have implications for individual decisions to continue their membership in the organization. Quick., et al (2009:126) organizational commitment is the strength of individual identification with the organization. Zurnali (2010:127) organizational commitment as a psychological state that characterizes the employee's relationship with the organization or its implications that influence whether employees will remain in the organization or not, which is identified in three components, namely affective commitment, continuance commitment, and normative commitment.

### Psychological Safety

Psychological safety as an environment that values vulnerability (Clark, 2020). This means that psychological safety occurs when individuals feel safe to express themselves without fear of punishment or negative judgment. An environment that values vulnerability creates space for growth, innovation, and deeper connections between people. Kahn (1990) explains that psychological safety is a feeling where individuals feel free to show themselves authentically and fully engage in work without worrying about negative impacts on their self-image, status, or career. Schein & Bennis (1965) psychological safety is a condition in which individuals feel safe enough to explore alternatives, and act in accordance with their values, without fear of negative consequences." Edmondson (1999), psychological safety is "a shared belief among team members that the team is safe to take interpersonal risks.". Dollard and Bakker (2010) built the Psychosocial Safety Climate (PSC) model to explain how a psychosocially safe work environment can affect job demands and resources, worker psychological health, and employee engagement. Pearsall & Ellis (2011) explained that in terms of behavior, psychological safety encourages employees to engage in open communication, voice their concerns, and seek greater feedback; all of which are interpersonal risk behaviors. The psychological safety theory by Frazier et al. (2017) and Hunt et al. (2021) states that psychological safety plays an important role in driving work engagement. Deng et al (2019) suggested that psychological safety encourages individuals to take risks and engage in experimentation without fear of failure or negative impact. Ahmad et al (2022) explained that organizations that prioritize and foster psychological safety are more likely to observe higher levels of work engagement, employee satisfaction, and overall organizational success. This psychological safety drives higher work engagement because employees feel valued and supported, which in turn increases job satisfaction.

### Employee Work Engagement

Work engagement is described as a positive and satisfying emotional state about work represented by vigor, dedication, and absorption (Schaufeli, 2013). This concept emphasizes that work engagement is a psychological condition that plays an important role in improving individual and organizational performance. Harter, Schmidt, & Hayes (2002) employee engagement refers to individual engagement and satisfaction and enthusiasm for work. Macey & Schneider (2008) employee engagement as employee appreciation of goals, then focus on those goals and generate energy, have initiative, are able to

adapt, strive, persist and are enthusiastic in achieving organizational goals. Rich, Lepine, & Crawford (2010) explain from Kahn's perspective, that work engagement is best described as a multidimensional motivational concept that reflects the simultaneous investment of an individual's physical, cognitive, and emotional energy in active and full work performance. Schaufeli and Bakker (2010), work engagement reflects a positive and satisfying condition characterized by vigor, dedication, and absorption. Christian et al. (2011) explain how engagement can be distinguished from job satisfaction (an attitude toward work or work situation), organizational commitment (emotional attachment to an organization), and job engagement (the extent to which one's work is central to one's identity) and consider it a higher-order motivational construct

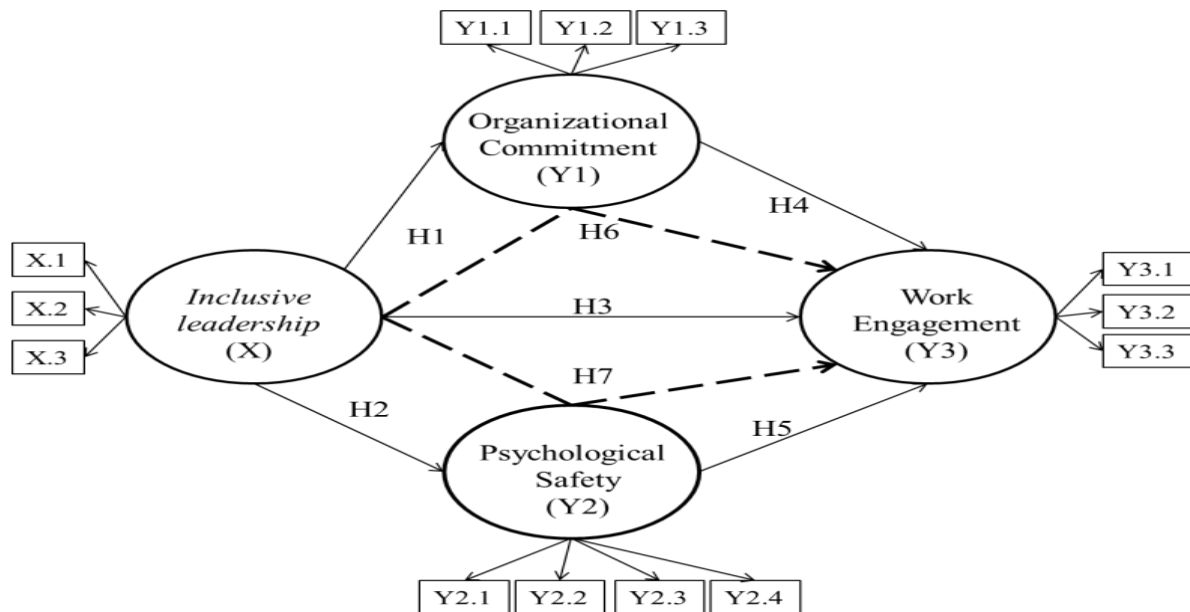


Figure 1 Conceptual Framework

## Research Hypothesis

- H1. Inclusive leadership has a positive and significant effect on organizational commitment
- H2. Inclusive leadership has a positive and significant effect on psychological safety
- H3. Inclusive leadership has a positive and significant effect on work engagement
- H4. Organizational commitment has a positive and significant effect on work engagement
- H5. Psychological safety has a positive and significant effect on work engagement
- H6. Organizational commitment plays a role in mediating the influence of inclusive leadership on work engagement
- H7. Psychological safety plays a role in mediating the influence of inclusive leadership on work engagement

## 3. RESEARCH METHOD

This research was conducted within the scope of the Konawe Islands Regency Government. The population of this study was all employees of the Konawe Islands Regency Government consisting of echelon II, III, and echelon IV totaling 273. Sampling used the Slovin formula at a precision level of 5 percent, resulting in a sample size of 163 people. Meanwhile, the research approach used was SmartPLS. The SmartPLS approach is a development of the PLS (Partial Least Square) analysis.

### Operational Definition Of Variables

Inclusive leadership (X) is a leadership style that emphasizes the inclusion and participation of all team members in decision-making and task execution. The inclusive leadership variable is measured by three indicators, adopted from Carmeli, Reiter-Palmon, & Ziv (2010) consisting of three, namely 1) openness, 2) availability, and 3) accessibility

Organizational commitment (Y1) refers to the level of employee attachment to their organization, which includes affective, continuity, and internalization aspects. This variable is measured by indicators according to Delobbe & Vandenberghe (2000) and Manalo, Castro, & Uy (2020), which consist of 1) affective commitment, 2) continuance commitment, and 3) internalization commitment

Psychological safety (Y2) is the employee's perception that they are safe to take risks, such as expressing ideas or problems without fear of negative impacts such as punishment or harassment. Psychological safety is measured by indicators according to Clark (2020) consisting of 1) inclusion safety, 2) learner safety, 3) contributor safety, and 4) challenger safety

Work engagement (Y3) is the willingness or desire of employees to be enthusiastic about their work, feel emotionally and psychologically involved, and are willing to put in extra effort in carrying out work tasks. Work engagement is measured by indicators according to Schaufeli, Bakker, & Salanova (2006) consisting of 1) vigor, 2) dedication, and 3) absorption

#### 4. RESEARCH RESULTS

##### Discriminant Validity

Discriminant validity uses the square root of average variance extracted ( $\sqrt{AVE}$ ). If the square root of average variance extracted ( $\sqrt{AVE}$ ) value of each variable is greater than the AVE value and the correlation between other latent variables, then it can be said to have good discriminant validity, where a good discriminant validity value must be greater than 0.50. The results of the cross loading and AVE analysis can be displayed in table 1.

**Table 1 AVE Value,  $\sqrt{AVE}$  and Correlation between Latent Variables**

Variabel	AVE	$\sqrt{AVE}$	Korelasi Variabel Laten			
			<i>Inclusive leadership</i>	Organizational commitment	Psychological safety	Wok engagement
Inclusive leadership	0,636	0,797	1,000	0,475	0,379	0,466
Organizational commitment	0,665	0,816	0,475	1,000	0,687	0,690
Psychological safety	0,652	0,807	0,379	0,687	1,000	0,793
Wok engagement	0,738	0,859	0,466	0,690	0,793	1,000

Source: Processed primary data, 2025

The test results in the table above show that each latent construct has good discriminant validity because all correlation values between constructs are lower than the  $\sqrt{AVE}$  value of each latent construct. In addition, the AVE root value obtained from each variable is greater than the correlation of the related latent variable with other latent variables and is still above 0.50 (tolerance limit). Based on these results, it can be concluded that all existing constructs are valid and meet the discriminant validity requirements and can be used for further testing.

##### R-Squared ( $R^2$ )

The structural model is evaluated by looking at the  $Q^2$  predictive relevance model value which measures how well the observation value produced by the  $Q^2$  model is based on the coefficient of determination of all endogenous variables of the magnitude of  $Q^2$  with a range of  $0 < Q^2 < 1$ , the closer to the number 1, the better the model is, the values are described in table 2 as follows:

**Table 2 R-Square Values**

Variable	R-square
Organizational commitment	0,225
Psychological safety	0,144
Wok engagement	0,683

Source: Processed primary data, 2025

$Q^2$	=	$1 - (1 - R^2_1) 1 - (1 - R^2_2) 1 - (1 - R^2_3) = 1 \{ (1 - 0,225) (1 - 0,144) (1 - 0,683) \} Q^2 = 0,79$

Based on the calculation results above, it can be seen that the predictive-relevance value ( $Q^2$ )=0.79 or 79 percent means that the accuracy or precision of this research model of employee work engagement can be explained by the variables of inclusive leadership, organizational commitment, and psychological safety by 79 percent, while the remaining 21 percent is explained



by variables not included in the study, thus it can be said that the model that has been built has an accurate predictive relevance value because it has a value close to 1.

### Hypothesis Testing

The results of the analysis that has been done with PLS, then the hypothesis proposed to answer the research question can be tested by comparing the p value with alpha 5% or 0.05 which is the amount of tolerable error rate. The results of the analysis of the magnitude of the coefficient of influence between the latent variables in question, both direct and indirect influences, along with the total influence and p-values can be seen in table 3 below:

**Table 3 Hypothesis Testing**

Research Hypothesis			Path Coefficient	t-Statistics	p-value	Results
H1	<i>Inclusive Leadership</i>	→ Organizational commitment	0,475	6,589	0,000	Accepted
H2	<i>Inclusive Leadership</i>	→ Psychological safety	0,379	4,298	0,000	Accepted
H3	<i>Inclusive Leadership</i>	→ Wok engagement	0,139	2,594	0,010	Accepted
H4	Organizational commitment	→ Wok engagement	0,219	2,900	0,004	Accepted
H5	Psychological safety	→ Wok engagement	0,590	8,917	0,000	Accepted

Source: Processed primary data, 2025

### Testing the Effect of Mediation

Based on the results of the indirect influence test conducted using the Partial Least Square Version 4 analysis tool, the following results were obtained.

**Table 4 Testing the Effect of Mediation**

Research Variables			Indirect Coefficient	p-value	Direct Coefficient	The Nature of Mediation
Independent	Mediation	Dependent				
<i>Inclusive Leadership</i>	Organizational commitment	Wok engagement	0,139	0,104	0,015	Partial Mediation
<i>Inclusive Leadership</i>	Psychological safety	Wok engagement		0,223	0,000	Partial Mediation

Source: Processed primary data, 2025

## 5. DISCUSSION

### Inclusive Leadership On Organizational Commitment

The results of this study indicate that inclusive leadership has a positive and significant effect on the organizational commitment of government employees of Konawe Islands Regency. This finding shows that the better the level of inclusive leadership as measured by the indicators of openness, availability, and accessibility, the more the employee's organizational commitment will increase, organizational commitment is measured by affective commitment, continuance commitment, and internalization commitment. Inclusive leadership is characterized by open leader behavior, respecting the contribution of each individual, and providing space for employees to express their ideas and opinions without fear or worry. When employees feel accepted and appreciated, they tend to show a higher level of emotional attachment to the organization, which ultimately strengthens their commitment. This is in line with the theory of Randel et al. (2018), which emphasizes that inclusive leaders create a work environment that supports diversity and strengthens a sense of belonging. This finding is in line with the concept of Bortini, Paci, Rise, & Rojnik (2016) explaining that inclusive leadership makes a real contribution to increasing the level of organizational commitment. The findings of this study support the Social Exchange Theory proposed by Blau (1964), which states that work relationships are built through a two-sided, interdependent, and mutually beneficial social exchange process. In the context of inclusive leadership, when leaders demonstrate an open, fair, and

supportive attitude towards employees, employees will respond by showing higher loyalty, organizational commitment, and work engagement. Based on the path coefficient value of 0.475, the relationship between inclusive leadership and organizational commitment is relatively strong. Employee perceptions of open access to leaders, including ease of interaction, discussion, and expression of opinions, greatly determine the extent to which inclusive leadership is felt in the organization. Meanwhile, organizational commitment is continuance commitment. This indicates that employee awareness of the economic, social, and psychological benefits of remaining in the organization is the main reason they stay and are loyal to the agency. This study is consistent with previous studies by Choi, Tran, & Park (2015) in the industrial sector, Yasin, Jan, Huseynova, & Atif (2023) in the banking sector, Gil, Mosegui, Zenezi, & Eguizabal (2023); service company sector, as well as Ly (2024) in the public sector, all show that inclusive leadership has a positive and significant effect on organizational commitment.

### **Inclusive Leadership On Psychological Safety**

The results of this study indicate that inclusive leadership has a positive and significant effect on psychological safety in government employees of Konawe Islands Regency. The findings of this study indicate that the better the implementation of inclusive leadership such as openness, availability, and accessibility, the more significantly employees will feel they have a level of psychological safety as measured by inclusion safety, learner safety, contributor safety, and challenger safety. This finding confirms that the existence of an inclusive leader is very important in creating a supportive and conducive work environment for the development of individual potential and the achievement of organizational goals. The findings of this study support the concept of inclusive leadership by Randel et al., (2018) who view inclusive leadership as a behavior to create a psychological experience of feeling unique and belonging in a team or organization. Roberson & Perry (2022) diversity researchers view inclusive leadership as a behavior to create a psychological experience in the form of a feeling of connection in an organization. The path coefficient value of 0.379 indicates a relationship between inclusive leadership and psychological safety empirically accessibility strengthens inclusive leadership, while contributor safety is the main factor in creating employee psychological safety. However, there are still a number of respondents who feel that it has not met their expectations regarding inclusive leadership, a strategic step that can be taken is to strengthen the two-way communication mechanism between leaders and employees, for example through regular forums such as monthly dialogues. This study also confirms previous findings such as from Carmeli, Reiter-Palmon, & Ziv (2010) R&D from 8 knowledge-intensive organizations, Lee & Dahinten (2021) in the hospital sector, Aslan, Mert, & Sen (2021) manufacturing sector, Wang & Shi (2021) service companies, and Fu, et al (2022) in the health sector, which generally concluded that inclusive leadership contributes to psychological safety

### **Inclusive Leadership On Employee Work Engagement**

Based on the results of the analysis of the influence of inclusive leadership on employee work engagement in Konawe Islands Regency, it shows that inclusive leadership has a positive and significant effect on employee engagement. This means that the better the implementation of inclusive leadership as measured by openness, availability, and accessibility, the more employees will be involved in their work, as measured by vigor, dedication, and absorption. The findings of this study support the development of the concept of inclusive leadership by Nembhard & Edmondson (2006), which states that inclusive leaders act as agents of change in creating an inclusive organizational culture. Inclusive leaders not only provide space for participation, but also encourage each individual to be actively involved, feel valued, and have a contribution to the organizational process. The findings of this study support the Social Exchange Theory (Blau, 1964) which provides a theoretical framework to explain the relationship between inclusive leadership and employee work engagement. Bortini, Paci, Rise, & Rojnik (2016) who explain that inclusive leadership can contribute to increasing professional and team engagement and performance. The results of this study are also in line with the findings of a number of previous studies, such as those conducted by Choi, Tran, & Park (2015), Rodriguez (2018), Bannay, Hadi, & Amanah (2020), Chen et al. (2020), Wahab & Khan Bangash (2021), Aslan, Mert, & Sen (2021), and Bao, Xiao, Bao, and Noorderhaven (2022), which consistently show that inclusive leadership has a positive impact on work engagement

### **Organizational Commitment Towards Employee Work Engagement**

Based on the results of testing the influence of organizational commitment on employee work engagement in Konawe Islands Regency, it shows that organizational commitment has a positive and significant effect on employee work engagement. Employees who have a strong commitment to the organization tend to have high work engagement. The findings of this study support the theory of organizational commitment put forward by McShane and Von Glinow (2010:126), which states that organizational commitment is an employee's emotional attachment, identification, and engagement in a particular organization. This means that employees who have high commitment do not only work to fulfill their obligations, but also feel part of the organization, have a sense of pride in their membership, and are willing to contribute more for the progress of the institution. Gibson et al. (2012), which states that organizational commitment involves three main attitudes, namely: (1) identification with organizational goals, (2) engagement in organizational tasks, and (3) loyalty to the organization. The findings of this study reinforce the results of previous studies conducted by Cao, Liu, Liu, Yang, & Liu (2019), Sezen-Gultekin, Bayrakci, & Limon (2021), and Ly (2024), which consistently show that organizational commitment has a positive

and significant effect on work engagement. These studies confirm that when employees have a strong sense of identification, emotional engagement, and loyalty to the organization, they tend to show higher levels of work engagement.

### **Psychological Safety On Employee Work Engagement**

Based on the results of this study, it shows that psychological safety has a positive and significant effect on the work engagement of echelon II, III, and IV employees in Konawe Islands Regency. This means that the better the level of psychological safety of employees reflected by inclusion safety, learner safety, contributor safety, and challenger safety, the more employees will be motivated to always be involved in their work. The findings of this study are supported by facts in the field, which show that the majority of employees have a good level of psychological safety. This shows that echelon II, III, and IV employees in Konawe Islands Regency feel that they have a supportive work environment to express ideas, opinions, or problems without fear of punishment. This finding supports the concept put forward by Dollard and Bakker (2010), who built the Psychosocial Safety Climate (PSC) model to explain how a psychosocially safe work environment can affect job demands and resources, workers' psychological health, and employee engagement. Kahn (1990) explained that psychological safety is a feeling in which individuals feel free to express themselves authentically and fully engage in work without worrying about negative impacts on their self-image, status, or career. The findings of this study support the psychological safety theory proposed by Frazier et al. (2017) and Hunt et al. (2021), which states that psychological safety plays an important role in driving work engagement. The findings of this study support the results of previous studies by Mat, Jansriboot, & Mat (2019), Ge (2020), Liu & Ge (2020), Dramanu (2020), Aslan, Mert, & Sen (2021), Heyns, McCallaghan, & Senne (2021), Wowor & Dewi (2022), Vakira, Shereni, Ncube, and Ndlovu (2023), and Khairy et al. (2023), which consistently show that psychological safety has a positive and significant effect on work engagement.

### **The Role Of Organizational Commitment In Mediating Inclusive Leadership On Employee Work Engagement**

Based on the results of this study, it shows that organizational commitment plays a role in mediating the influence of inclusive leadership on the work engagement of echelon II, III, and IV employees in Konawe Islands Regency. The findings of this study provide theoretical evidence that when leaders demonstrate a high level of inclusive leadership, employees tend to develop a stronger commitment to the organization. Inclusive leadership characterized by openness, respect for differences, and support for the participation of all members of the organization, is able to create a sense of belonging and emotional attachment among employees. In these conditions, commitment to the organization also increases, which ultimately encourages the creation of higher work engagement. The findings of this study are supported by facts in the field, which show that echelon II, III, and IV employees in Konawe Islands Regency have good levels of organizational commitment and work engagement. Good work engagement provides an illustration that echelon II, III, and IV employees in Konawe Islands Regency have a sufficient level of work engagement, where they show enthusiasm, emotional attachment, and readiness to give extra effort in carrying out their work tasks. According to Schaufeli and Bakker (2010), work engagement reflects a positive and satisfying condition characterized by vigor, dedication, and absorption. The findings of this study support the results of previous studies by Choi, Tran, & Park (2015) and Ly (2024), which showed that organizational commitment has a mediating role in the relationship between inclusive leadership and employee work engagement. This means that inclusive leadership, which provides space for participation, respects differences, and shows support for subordinates, contributes to forming employees' emotional commitment to the organization. This commitment, in turn, increases the level of employee work engagement in the form of enthusiasm, dedication, and full concentration on the tasks at hand.

### **The Role Of Psychological Safety In Mediating Inclusive Leadership On Employee Work Engagement**

The results of testing the role of psychological safety in mediating the influence of inclusive leadership on employee work engagement II, III, and IV in Konawe Islands Regency, indicate that psychological safety plays a role in mediating the influence of inclusive leadership on employee work engagement with partial mediation properties. The findings of this study are supported by empirical facts in the field, which show that leaders are able to implement inclusive leadership, so that employees have good work security and engagement. The findings of this study are in line with the psychological safety theory by Kahn (1990), which states that individuals feel psychologically safe when they believe that they can show and employ themselves fully without fear of negative impacts on self-image or career. In addition, Frazier et al. (2017) in their meta-analysis showed that psychological safety consistently mediates the relationship between various leadership characteristics (including inclusive leadership) and positive work outcomes, such as work engagement. Research findings by Aslan, Mert, & Sen (2021) and Vakira, Shereni, Ncube, and Ndlovu (2023), and Siyal (2023) also show that psychological safety plays a significant mediating role in the relationship between inclusive leadership and employee engagement.

## **6. CONCLUSION**

Based on the results of the analysis, testing and discussion that have been described previously, the findings of this study can be concluded as follows: Inclusive leadership has a positive and significant effect on employee organizational commitment in Konawe Islands Regency. This means that the better the level of inclusive leadership as measured by openness, availability, and accessibility, the higher the employee organizational commitment as measured by affective commitment, continuance commitment, and internalization commitment. Inclusive leadership has a positive and significant effect on employee



psychological safety in Konawe Islands Regency. This means that the implementation of good inclusive leadership creates psychological safety for employees as measured by inclusion safety, learner safety, contributor safety, and challenger safety. Inclusive leadership has a positive and significant effect on employee work engagement in Konawe Islands Regency. This means that inclusive leadership as measured by openness, availability, and accessibility, significantly increases employee work engagement. Organizational commitment has a positive and significant effect on employee work engagement in Konawe Islands Regency. This means that the higher the level of employee organizational commitment as measured by affective commitment, continuance commitment, and internalization commitment, significantly increases employee work engagement as measured by vigor, dedication, and absorption. Psychological safety has a positive and significant effect on employee work engagement in Konawe Kepulauan Regency. This means that the better the level of psychological safety as measured by inclusion safety, learner safety, contributor safety, and challenger safety, the better the level of employee work engagement. Organizational commitment plays a role in mediating the influence of inclusive leadership on employee work engagement with a partial mediation nature. This means that directly or through organizational commitment, increasing inclusive leadership makes a significant contribution to increasing employee work engagement. Psychological safety plays a role in mediating the influence of inclusive leadership on employee work engagement with a partial mediation nature. This means that directly or through psychological safety, increasing inclusive leadership makes a significant contribution to increasing employee work engagement

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