

The effect of inclusive leadership on Work engagement–The role of person –job-fit.

Dr. Kirupa Priyadarshini¹, Ms. Smitha Rajappan²,

Associate Professor, KCT Business School(Coimbatore).

Research Scholar, Bharathiar University(Coimbatore),

Corresponding Author: Dr. Kirupa Priyadarshini

ABSTRACT: *Today, leadership is the most influential factor in shaping organizational culture. The leadership task is always ensuring direction, alignment and commitment within teams and organizations. Effective leaders in health care sector focuses on the development of knowledge, skill and abilities of their staff in order to improve the quality of patient care and safety. They consistently encourage, motivate and reward their employees for improved ways of work. This study tries to understand the effect of inclusive leadership on work engagement and the role of person job fit among 200 employees who are working different hospitals in Kochi. The data was analyzed using WarpPLS. The finding of the study indicates a significant positive relationship between Inclusive leadership and Work engagement. And the finding demonstrates a moderation effect on person- job fit on Inclusive leadership and work engagement.*

KEYWORDS: *Inclusive Leadership, Work Engagement, Person-job fit*

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I. INTRODUCTION

The changing demographics of today's workforce make managing diversity effectively a key challenges for HR leaders. At the same time diversity and inclusion are the key factors that attracting and retaining the future work force. But its particularly difficult to manage and retain employees in workgroup that are diverse in nature. Many of the previous literatures identifies that leaders can play a significant role in managing the diverse workforce. The role of leadership at workplace was characterized as a key agent of change in the organization (Krause, 2004; De Jong & Den Hartog, 2008; Amabile, 2012; Javed et al., 2017) which is well established in the literature. So this study tries to understand the effect of inclusive leadership behavior on work engagement, and study the role of person job fit. Nembhard and Edmondson defined inclusive leadership as 'words and deeds by a leader or leaders that indicate an invitation and appreciation for others' contributions' (2006: 947). Inclusive leadership refers to leaders who exhibit visibility, accessibility and availability in their interactions with followers. (Carmeli, Reiter-Palmon, & Ziv, 2010: 250). Inclusive leadership has three characteristics is there in their interaction: openness, accessibility and availability. With these characteristic an inclusive leader can create a positive working climate in the organization ensuring employees are engaged, motivated. Inclusive leaders delegated power to employees (Nishii & Mayer, 2009) where employees enjoyed great autonomy to decide their work activities on their own. Inclusive leader valued the inclusion of employees at work setting (Salib, 2014), and employees having value of being included experienced greater empowerment (Randel et al., 2017).

1.1 Research Gap and Research problem

This study tries to understand the effect of inclusive leadership style in a hierarchical organization with special reference to Hospitals. At hospitals and health care system leaders must create an inclusive environment that promote and support all the employees from diverse back ground. Health care organization must be inclusive if they are to be successful. Creating an inclusive environment where employee can be who they are, that values their unique talent and make them want to stay and engaged. The second part of this study tries to understand the role of person –job fit in the relationship between inclusive leadership and work engagement.

1.2 Literature Review and Hypothesis

1.2.1 Inclusive leadership

The rapid growth of work force diversity among the corporate leaders brings both obstacles and opportunities to our leadership roles. According to Hollander (2012) the leader centric approach to leadership continues to emphasis on the traditional leadership models where the leader is always there in the top above all. Inclusive leader is a person can actively create a workplace in which diverse latent is generated and diverse team

work together to their high potential. Research has shown that diversity by itself is not enough for organizational growth. Leadership inclusiveness in the workplace creates a work culture that encourages and enables employees to contribute their maximum. The concept of inclusive leadership was proposed by Nembhard and Edmondson in 2006. Ospina (2011) defined inclusive leader as valuable, and someone who accepted staff at all levels in the organization and was responsible for results. Inclusive leadership focuses on accepting employees for who they are, allowing them to contribute their abilities and ideas, and encouraging them to engage in organizational roles. Furthermore, inclusive leadership in health care sector could develop a sense of responsibility among the employees, when they received support and acceptance from the top management. According to Hollander (2009) Inclusive leaders promote a supportive work culture with high objectivity to all individual employees.

1.2.2 Work Engagement

Work engagement is a positive-affective motivational and work related psychological state. Work engagement is referred to a positive fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Bakker & Salanova, 2006). Vigor explains the high energy while working and the willingness to invest in effort in one's work. Dedication is characterized by strongly involve in one's work and having sense of enthusiasm and inspiration. Absorption refers to being fully concentrated in one's work. In today's work place organization need employees who are active and taking initiative and accept responsibility for their own development and to be committed to high quality performance standards. Employees who are emotionally engaged will dedicate themselves to the organization and fully participate with their work with great enthusiasm. (Markos & Sridevi 2010). Developing a healthy work environment is one of the prime concern for all health care organization. A healthy work environment is one in which workers will be able to provide high quality care to their patients. Highly engaged employees in health care sector can provide quality and timely services to their patients. Research shown that inclusive leaders encourage employees with opportunities to develop their skills, knowledge and abilities (Carmeli et al; 2010). Another study state that an implied attention by the leader on the delivery of employee needs is significant to creating work engagement. Hence this study tries to understand the effect of inclusive leadership on work engagement.

1.2.3 Person –Job Fit

The domain of P-J fit has been defined as the relationship of person's characteristics and those of the job or task performed at work. (Kristof-Brown 2005) Many of the literature identified that P-J fit has consistently been reported as an essential predictor of positive work related attitude (Guan et al ,2010). Person-job fit identified as the convenience between features of the employee and demand of the work. It is about how much the individual features meet the needs of the environment. These features include the knowledge, skill and abilities of the employees to meet the demand of the work. According to Maslach and Leiter (2008) state that the grater the harmony understood is, the grater the possibility of engagement with work is. Warr and Inceoglu, (2012) suggested that the unsatisfactory person job fit is related to the low work participation. This study tries to understand the role of Person –job fit in the relationship between inclusive leadership and work engagement . Few empirical studies have explored the influence of person job fit on innovative behaviour (Zhao and Han, 2016), Lin and Ding (2017) respectively. According to Zhao and Han (2016) employee who fit well with their job requirement have enough resource to devote to their work, which actually enhances the work motivation and job involvement. But researchers have not yet modelled the relationship between inclusive leadership and work engagement and the role of person job fit. So this study tries to understand the role of person job fit between inclusive leadership and work engagement. Considering the claim of existing research, the following hypothesis are formulated

1.3 Hypothesis

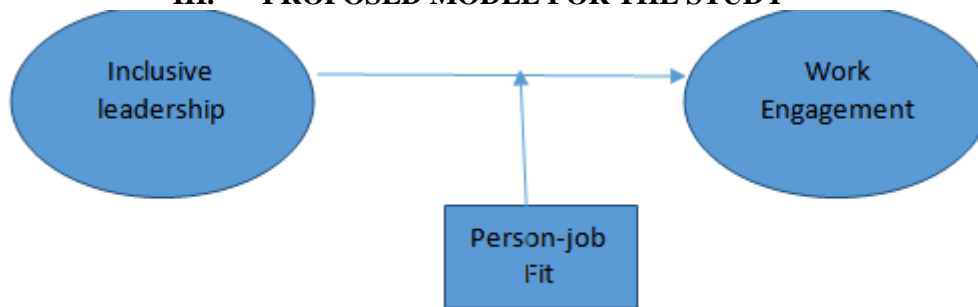
H1: Inclusive leadership dimensions positively affect work engagement

H2. Person Job Fit mediates the relationship between Inclusive leadership and work engagement

II. THE OBJECTIVE OF THE STUDY

- a) The study tries to understand the relationship between inclusive leadership dimensions of work engagement
- b) To understand the role of person-job-fit in the relationship between inclusive leadership and work engagement
- c) To study the effect of inclusive leadership dimensions on work engagement in healthcare sector

III. PROPOSED MODEL FOR THE STUDY



IV. RESEARCH DESIGN

4.1 Research Approach

The research design used in the present study was descriptive, Descriptive research is used to describe characteristics of a population or phenomenon being studied. Thus well suited to achieve the aims and objectives of the present study.

4.2 Participants

The participants of the study consist of nurses who work in different hospitals in Kerala. 200 individuals were chosen by using simple random sampling method. A self-administrated questionnaire survey method was used, and distributed the questionnaire to 250 individuals and 230 completed questionnaires were returned, and from that 200 valid response were taken.

4.2 Measures

A) Inclusive Leadership

The concept of inclusive leadership was originally proposed in the field of management by Nembhard and Edmondson (2006). Specifically, inclusive leadership contained three dimensions: (1) visibility, (2) accessibility and (3) availability. To maximize the validity and reliability of the measurement tools, we used existing scales published in top journals. We assessed inclusive leadership using a nine-item scale that were developed by Carmeli et al. (2010) The Cronbach's alpha for this scale was 0.810.

b) Work engagement

We used 14 –item Utrecht Work Engagement Scale used to measure the work engagement. (Schaufeli, Bakker & Salanova, 2006) The Cronbach's alpha for this scale was 0.861.

C) Person-Job-Fit

Person-Job Fit was measured using a scale developed by Saks and Ashforth (1997). The Cronbach's alpha for this scale was 0.781. Five point Likert scale was used for the study in which, 1 = “strongly disagree”, 2 = “disagree”, 3 = “neutral”.

V. DATA ANALYSIS AND RESULTS.

In this paper, based on the data collected in the study, the reliability and validity test is used to analyze the sample data to ensure the reliability and validity of the studying data, then we forwarded with the theoretical model using Warp PLS software. The Cronbach's alpha value for Inclusive leadership scale is 0.810, the work engagement is 0.86 and Person job fit 0.78. All these values are more than 0.7 which is the minimum acceptable level, it shows all the scale used for this study has enough reliability.

Table 5.1 Correlation results: Relationship between Inclusive leadership and work engagement

Correlation analysis was performed to test the strength and direction of linear relationship between two Variables-Inclusive leadership and work engagement. As per the results, there was a high correlation between two variables ($r = .64$, $N=200$, $P<0.05$), with high levels of Inclusive leadership levels associated with higher levels of work engagement among employees in the organization. Result indicating that when employees perceived more inclusive leadership, they demonstrated high work engagement. The first hypothesis which is stated that there is a significant relationship between Inclusive leadership and Work Engagement, was thus supported. The output received from SPSS is given in Table No 6.1

		Work Engagement	Inclusive Leadership
Work Engagement	Pearson Correlation	1	.64**
	Sig. (2-tailed)		.000
	N	200	200
Inclusive Leadership	Pearson Correlation	.64**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

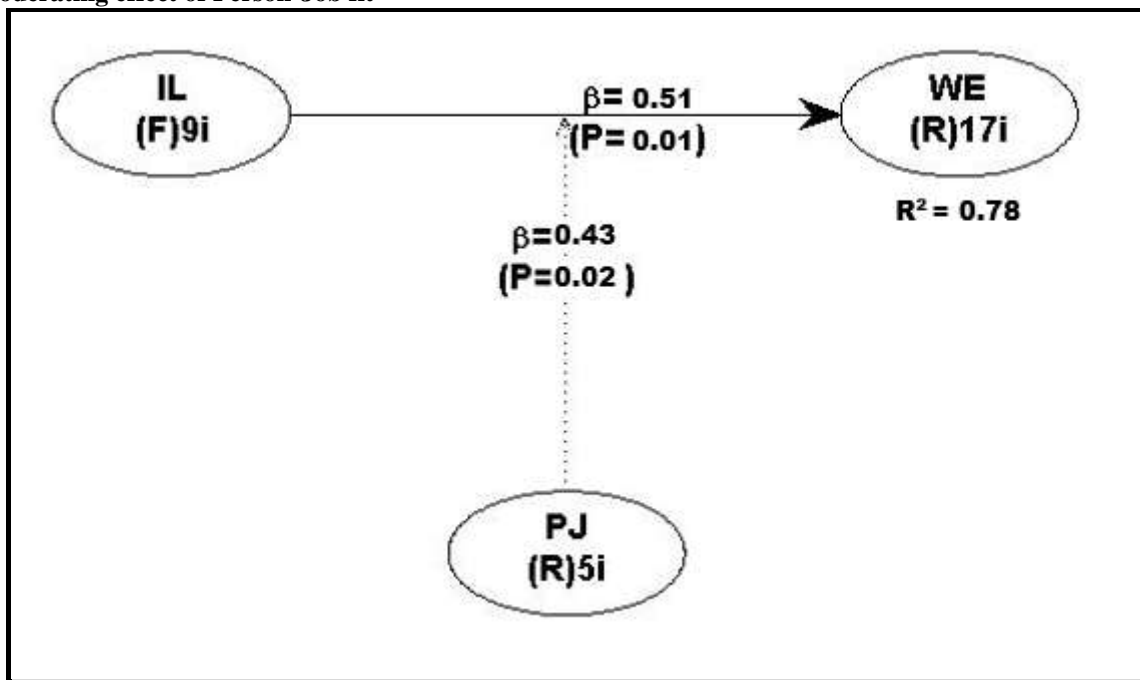
Table 5.2 Regression result: moderating role of person –job fit

We tried to test if person-job fit plays a mediator role in the inclusive leadership and work engagement relation. In order to make this test, first of all we checked if all variables are one to one related to each other.

5.2.1 Model evaluation –Over all Fit Measurement

Over all fit measurement was carried out using WarpPLS software. Average path coefficient (APC)=0.064, P=0.04, Average R-squared (ARS)=0.48, P=0.001, Average adjusted R-squared (AARS)= 0.426, P=<0.001, Average block VIF (AVIF)=1.776, acceptable if <= 5, ideally <= 3.3 Average full collinearity VIF (AFVIF)=1.028, acceptable if <= 5, ideally <= 3.3, Sympon's paradox ratio (SPR)=0.743, acceptable if >= 0.7, ideally = 1, R-squared contribution ratio (RSCR)=.926 , acceptable if >= 0.9, ideally = 1, Statistical suppression ratio (SSR)=1.000, acceptable if >= 0.7, Nonlinear bivariate causality direction ratio (NLBCDR)=0.700, acceptable if >= 0.7.

5.2.2 The result of the relationship between Inclusive leadership and Work engagement and the moderating effect of Person-Job fit



From the above table shows the moderating effect of person job fit in Inclusive and work engagement relation. Moderator is a variable that specifies the conditions under which a given predictor is related to an outcome. Moderation implied an interaction effect, where introducing a moderating variable changes the effect and direction of two variables. In this study the relationship between Inclusive leadership and Work engagement accounted for significantly more variance than just Inclusive leadership and work Engagement. R2

Change=0.78, P=0.01, indicating that there is potentially significant moderation between Inclusive leadership and work engagement on person –job fit.

VI. IMPLICATION, LIMITATION AND CONCLUSION

Today Indian health care system is focusing on more accessible affordable and inclusive health care services to all. For achieving this goal; both government and health care industry join hands together for disruptive innovations on this field. This study complemented the existing literature by revealing how inclusive leadership increased the level of work engagement through person job fit in hierarchical organization. Our findings suggest that how inclusive leadership style in health care sector influence work engagement. Managers should consider ways such as showing openness and inclusiveness to employees' new ideas, technologies, and products, and valuing their efforts to empower employees and emphasize individual contributions to organizational goals as important steps in producing positive workplace climate.

6.1 Limitations of the study

As with all empirical studies using human respondents have limitations to this study that may impact the ability to generalize the results to other settings. Given that researchers have conceptualized inclusive leadership research involve follower's ratings of leader, we believe that their choice of rating was appropriate. Another major limitation of this study relates to its sampling method. Due to time constraints only very less sample were selected for the study.

6.2. Conclusion

The study indicates that those of immediate superior's inclusive leadership behavior help to foster and facilitate a reciprocating work engagement with in their employees. Also employee perceive a sense of belongingness, support and a sense of being valued for their unique contribution. Health care organization can begin to view Inclusive leadership as a promising leadership model which enhances the employee behavior as well as the interpersonal process that fundamentally benefit better patient care and work environment

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