

BUILDING MEANINGFUL WORK THROUGH INCLUSIVE LEADERSHIP: THE ROLE OF PSYCHOLOGICAL SAFETY

Ahmad Rifa'i¹, Muchlis², Bayu Fajar Susanto³

^{1, 2, 3} Universitas Islam Indragiri, Riau, Indonesia

*Corresponding Author: muchlis.macro@gmail.com

Abstract: There is a *research gap* in that previous studies may have discussed how *inclusive leadership* affects *meaningful work* in general, but it is important to also consider how this influence may vary depending on the context of government organizations. The purpose of this study was to analyze the effect of *inclusive leadership* on *meaningful work* through *psychological safety*. The research is a type of quantitative descriptive research with a causality research design with a sample of 30 state civil apparatus from Indragiri Hilir Regency. Data collection techniques using questionnaires and distribution using *google form*. The data analysis tool in this study is *Structural Equation Modeling* (SEM). The results showed that *inclusive leadership* has a positive influence on *meaningful work*, it also affects *psychological safety*. In addition, *psychological safety* is also proven to have a positive effect on the level of *meaningful work*. Furthermore, this study confirms that inclusive leadership not only directly impacts *meaningful work*, but also through the mediation of *psychological safety*.

Keywords: Inclusive Leadership, Psychological Safety and Meaningful Work

1. Introduction

The leader of an organization is increasingly important in shaping an inclusive work culture and supporting employee development in an ever-evolving era with increasingly complex social dynamics. *Inclusive leadership* refers to a leadership style that invites and values contributions from followers by demonstrating openness, flexibility and availability. (Carmeli et al., 2010 in Shafaei & Nejati, 2023).. *Inclusive leadership* provides employees with confidence and encouragement to speak up, thereby increasing employees' perceptions of psychological safety (Shafaei & Nejati, 2023). (Shafaei & Nejati, 2023).. A psychologically safe environment helps employees share their unique perspectives, discuss differences and accelerate problem solving (Ashikali et al., 2021 in Shafaei & Nejati, 2023).. Schein and Bennis (1965) in Rose & Cottrell (2023) noted that *psychological safety* is considered very important to enable an organization to make changes where employees need to feel safe and be able to make behavioral changes so that the organization makes large-scale changes. Psychological safety is considered very important in the work environment where employee safety is paramount. (Newman et al., 2017). In order for an organization to thrive, an organization also needs to create meaningful work (Shafaei & Nejati, 2023).. The discourse on work and career increasingly emphasizes the importance of experiencing work as meaningful (Pratt et al., 2003 in Lysova et al., 2019). Several things explain why organizations have begun to recognize *meaningful work* as an important means of engaging and retaining employees (Deloitte, 2017 in Lysova et al., 2019). Lysova et al., 2019). Not only do organizations have the capacity to encourage meaningful work by implementing a variety of practices to create meaningful workplaces (Chalofsky, 2010; Pratt & Ashforth, 2003; Pratt, Pradies, & Lepisto, 2013 in Lysova et al., 2019).

ASN and government organizations continue to drive innovation in public services because they recognize the importance of *meaningful work*. Therefore, they build programs that allow ASNs to engage in meaningful projects such as community empowerment programs or social

problem reduction initiatives. This phenomenon shows a major shift in work culture in the public service sector. Now, meaningful work is a personal goal for ASNs and is essential to achieving public service goals better and more efficiently. With the help of this initiative, it is expected that ASN will feel more engaged, motivated, and contribute more to achieving the government's vision and mission. *Meaningful work* is a positive stimulating factor that can contribute to employee well-being in an organization (Wrzesniewski, 2003 in Shafaei & Nejati, 2023).. *Meaningful work* is a very important aspect of an employee's work, because most of an employee's time is spent at work and if the work done has meaning, then it can provide benefits for them and their organization (Bailey & Madden, 2016; May et al., 2004; Wang & Xu, 2019 in Shafaei & Nejati, 2023). Shafaei & Nejati, 2023).. The phenomenon of *meaningful work* in ASN found in the object of research is that ASN has a strong motivation in development programs such as training, further education or the opportunity to take on new responsibilities that can provide meaningful work experience for ASN. In other conditions, ASN receives recognition for ASN's achievements and contributions from leaders which can increase self-confidence, motivation and commitment to work and the organization.

Fremaux and Pavageau (2022) in Shafaei & Nejati (2023) revealed leadership as a key factor that can contribute to meaningful work experiences in employees. On the *self-determination* theory by Deci & Ryan (1985) in Shafaei & Nejati (2023) explains that *inclusive leadership* creates positive work attributes by satisfying the basic psychological needs of its employees in competencies that increase autonomous motivation for meaningful work. The phenomenon related to *inclusive leadership* in ASN obtained by researchers from observations is that there are several situations where leaders cannot create inclusive environmental situations, ASN feels less valued and is not motivated to actively contribute to the organization. There are also situations where non-inclusive leadership causes polarization in the work team that occurs due to the leader's inability to facilitate open dialogue and inclusive decision making, thus causing disputes that are detrimental to overall team performance.

This research suggests that *inclusive leadership* provides *psychological safety* to their employees to voice *their* opinions. (Shafaei & Nejati, 2023).. Previous research shows that *inclusive leadership* increases *psychological safety* in the workplace (Hirak et al., 2012 in Shafaei & Nejati, 2023).. When employees feel that their leaders welcome their input and do not criticize them for their mistakes, they tend to realize that their leaders will value the lessons they learn from their mistakes (Carmeli et al., 2010; Choi et al., 2015 in Shafaei & Nejati, 2023).. There is a gap phenomenon in this study where *meaningful work* which tends to be good does not have a correlation with *inclusive leadership* in the field. Based on the background described above, the formulation of this research problem can be drawn as follows: 1) Does *inclusive leadership* affect *meaningful work*, 2) Does *inclusive leadership* affect *psychological safety*, 3) Does *psychological safety* affect *meaningful work*, 4) Does *inclusive leadership* affect *meaningful work* through *psychological safety*.

2. Literature Review

Self determination theory

Self-determination theory has been a highly influential theory for human motivation and well-being to a large extent. (Ryan and Deci, 2020). *Self determination theory* concentrates on different forms of motivation than most past and current approaches to human motivation, which see motivation as a single concept (Ryan and Deci, 2020). (Ryan and Deci, 2020)..

This theory recognizes that, although organizational processes already exist within humans, they cannot develop or function properly without certain psychological aids. Specifically, for organisms to perform integration functions well, they must continuously fulfill basic psychological needs for capability, autonomy, and connection. Satisfaction in the social context (both mentally and situationally) promotes growth (Ryan et al. 2016 in Ryan et al. 2016). (Ryan et al. 2016 in Ryan and Deci, 2020).. Thus, *self-determination theory* as an organismic framework includes the assumption that there is a natural integrative or growth tendency and an interest in elements in the environment that support it. Moreover, it incorporates empirical research strategies to discover these tendencies and their supporters at every level of analysis from physiology and neuropsychology to macro-social structures such as economic and political systems (Ryan et al., 2019 in Ryan and Deci, 2020).

Inclusive Leadership

According to E.R. Salib (2014) in (Siyal et al., 2023) inclusion as the extent to which employees from different departments participate and are motivated to give their best. S. Kuknor & Bhattacharya (2020) in (Siyal et al., 2023). (Siyal et al., 2023) revealed inclusion in an organization as eliminating employee difficulties during participation and contribution to the main work of organizational decisions. *Inclusive leadership* is a type of leadership style that has a focus on uniqueness and ownership that creates relationships at all levels in an organization and seeks to achieve long-term goals (Sugiyama et al., 2016 in Yasin et al., 2023). Yasin et al., 2023).

In this study, the dimensions and indicators of *inclusive leadership* according to Carmeli et al. (2010) in Shafaei & Nejati (2023) are:

a. Openness

- *Is open to hearing new ideas.*
- *Is attentive to new opportunities to improve work processesorganizational values.*
- *Is open to discussing the desired goals and new ways to achieve them.*

b. Availability

- *Is available for consultation on problems.*
- *Is an ongoing "presence" in this team- someone who is readily available*
- *Is available for professional questions I would like to consult with him/her*

c. Accessibility

- *Is ready to listen to my requests*
- *Encourages me to access him/her on emerging issues.*

Psychological safety

Psychological safety is confidence with an organization to take interpersonal risks in the context of a climate where a person feels comfortable being themselves based on mutual trust and respect, not sabotaged by the perception of disapproval of others (Kim et al, 2020 in Rose & Cottrell, 2023). Rose & Cottrell, 2023).. Schein and Bennis (1965) in Newman et al. (2017) described *psychological safety* as the extent to which individuals feel safe and confident in their ability to manage change. *Psychological safety* is also considered as an individual's perception of whether he feels comfortable to show and work himself without fear and negative consequences for self-image, status or career and also argues that people are more likely to feel safe when they have interpersonal relationships that are trusting and supportive of their coworkers (Khan, 1990 in Newman et al., 2017). Newman et al., 2017). According to Shafaei & Nejati (2023) in Shafaei & Nejati (2023) the measurement of *psychological safety* variables consists of:

a. *Value Others*

- *The people in my organization value others' unique skills and talents.*

b. *Bring up problems and tough issues*

- *As an employee in my organization, one is able to bring up problems and tough issues.*

Meaningful Work

Meaningful work is an individual's experience that work has an important meaning that allows personal growth and plays a role in the greater good (Steger et al., 2012 in Gökkaya et al., 2023).. *Meaningful work* is defined as the extent to which employees assess and understand the value or relevance of their work (Pratt & Ashforth, 2003; Rosso et al., 2010 in Shafaei & Nejati, 2023).. According to Rosso et al (2010) in Tan et al. (2023) *meaningful work* is work that is experienced that is very significant and has a positive impact on individuals. According to Cascio (2003) in Lysova et al. (2019)(2019), *meaningful work* is the most significant and valuable feature of work.

Measurement of *Meaningful work* variables according to Spreitzer (1995) in Shafaei & Nejati (2023) are:

a. *Beliefs*

- *The work I do in this organization is very important to me.*

b. *Value*

- *My job activities are personally meaningful to me.*

c. *Behaviors*

- *The work I do in this organization is meaningful to me*

Table 1. Questionnaire items addressing variables and indicators.

Variables	Indicator	Questionnaire
Inclusive Leadership	IL1	My leader is open to hearing new ideas
	IL2	My leader notices new opportunities to improve work processes through organizational values
	IL3	My leader is open to discussing desired goals and using new ways to achieve them.
	IL4	My leader is available for consultation on issues
	IL5	My leader is always present in the team and is someone who is available.
	IL6	My leader is willing to respond to professional questions
	IL7	My leader is ready to listen to my requests
	IL8	My leader always encourages access to important issues that arise.
Psychological safety	PS1	People in my organization value the unique skills and talents of others
	PS2	As an employee in my organization, I am able to spot difficult problems and issues.
Meaningful Work	MW1	The work I do in this organization is very important to me.
	MW2	My work activities are personally meaningful to me
	MW3	The work I do in this organization means a lot to me.

Source: Processed Data 2024

Inclusive Leadership and Meaningful Work

A leader who provides a work context where power is shared between leaders and followers can create *meaningful work* for their employees (Magee & Galinsky, 2008 in Shafaei & Nejati, 2023).. *Inclusive leadership* refers to a leader's behavior that provides a supportive environment for employees to work, resulting in maximum work (Nembhard & Edmondson, 2006 in Shafaei & Nejati, 2023).. The *inclusive leadership* style enhances employee capabilities characterized by voicing opinions in creating meaningful capabilities (Hollander, 2012; Nembhard & Edmondson, 2006; Ryan, 2006 in Shafaei & Nejati, 2023). Shafaei & Nejati, 2023).. *Inclusive leadership* is a leadership style that has the potential to contribute to a meaningful work experience for an employee (Lee et al., 2017 in Shafaei & Nejati, 2023). Shafaei & Nejati, 2023).

Employees' relationships with their managers can dramatically affect their perceptions of *psychological safety* in the workplace (Shafaei & Nejati, 2023). *Inclusive leadership* creates a psychologically safe environment and encourages learning from mistakes rather than fear of making mistakes (Shafaei & Nejati, 2023). Shafaei & Nejati, 2023).. Leaders who can provide a psychologically safe and supportive work environment for their employees can improve employee performance (Shafaei & Nejati, 2023). Shafaei & Nejati, 2023).. *Inclusive leadership* creates a psychologically safe environment for employees to participate in decision-making (Shafaei & Nejati, 2023). Shafaei & Nejati, 2023)..

A psychologically safe work environment can fulfill employees' basic needs for autonomy and competence, resulting in meaningful work. (Shafaei & Nejati, 2023).. In particular, employees who feel *psychological safety*, meaning they are given the opportunity to learn and develop themselves, which makes employees feel meaningful work (Bailey, Yeoman, et al., 2019; Fletcher, 2019 in Shafaei & Nejati, 2023). Shafaei & Nejati, 2023)..

Hypothesis 1 : *Inclusive leadership* has a positive and significant effect on *meaningful work*.

Hypothesis 2 : *Inclusive leadership* has a positive and significant effect on *psychological safety*.

Hypothesis 3 : *Psychological safety* has a positive and significant effect on *meaningful work*.

The Mediating Role of Psychological Safety

The mediating role of *psychological safety* in a study has not been widely found. In a psychologically safe environment created by *inclusive leadership*, an employee who feels respected and will be able to offer contributions to them without fear of being judged or criticized (Choi et al., 2015 in Shafaei & Nejati, 2023). Shafaei & Nejati, 2023).. *Psychological safety* will create a safe work environment built on trust and mutual respect between employees and their leaders (Kirk-Brown & van Dijk, 2016). in Shafaei & Nejati, 2023).

Hypothesis 4 : *Inclusive leadership* has a positive and significant effect on *meaningful work* through *psychological safety*.

Research Model

The research model is shown in Figure 2 below:

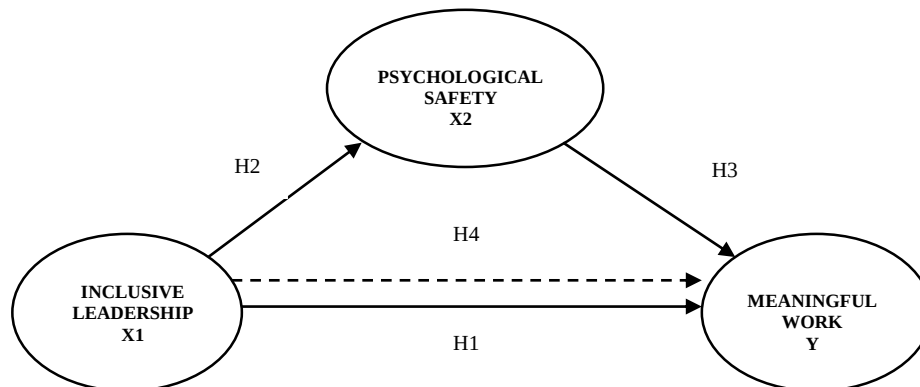


Figure 1: Research Model

3. Method

Population and Sample

The population in this study were the State Civil Apparatus of Indragiri hilir Regency. Because of the large number of populations, this study used heir theory where the number of indicators was multiplied by 5 to 10, the researchers took a sample with $13 \times 10 = 130$ people.

Data Collection Methods

The data collection method used in this study is to use a questionnaire or questionnaire. Closed questions can be measured using the *Likert* scale method (range 1 to 7), where this scale produces answers strongly disagree, disagree, hesitate, agree and strongly agree.

Data Analysis Method

Descriptive Analysis

Data obtained from the results of distributing questionnaires in tabular form and then linking them with theories relevant to this research. Furthermore, the author draws conclusions. To analyze the data quantitatively, the authors will use statistical data analysis techniques using SEM-PLS. In making decisions on the interpretation of the descriptive mean of each variable studied, the authors use guidelines from Ghozali (2008). In this study using the SEM-PLS analysis method with SmartPls 32.9. Hypothesis testing uses Partial Least Square (PLS) analysis techniques.

Outer Model Analysis

This Outer Model analysis specifies the relationship between latent variables and their indicators. or it can be said that the outer model defines how each indicator relates to its latent variable. Tests carried out on the outer model:

- Convergent Validity.*
- Discriminant Validity.*
- Composite Reliability.*
- Cronbach Alpha.*

Inner Model Analysis

Inner Model Analysis or commonly referred to as the Structural Model is used to predict the causal relationship between the variables tested in the model. In this study, the results of the *path coefficient* test, *goodness of fit* test and hypothesis testing will be explained..:

- Path Coefficient Test*
- Goodness of Fit Test*
- Hypothesis Test*

4. Result and Discussion

Descriptive Analysis

This study involved 120 respondents with diverse characteristics, consisting of 57 men (48%) and 63 women (52%). The majority of respondents were in the age range of 31-40 years (52%), followed by the 51-65 years age group (29%). In terms of education, most respondents have a Bachelor's degree (S1) educational background as many as 98 people (82%), with only 14 people (12%) having less than a high school education, and 8 people (6%) having a Master's degree. The respondents' length of service also varied, with 50 people (41%) having worked for more than 6 years, and 35 people (29%) having 4-6 years of work experience. This data provides an overview of the population that is expected to provide in-depth insights into the influence of inclusive leadership on the creation of meaningful work through the important role of psychological safety in the workplace.

Outer Model Analysis

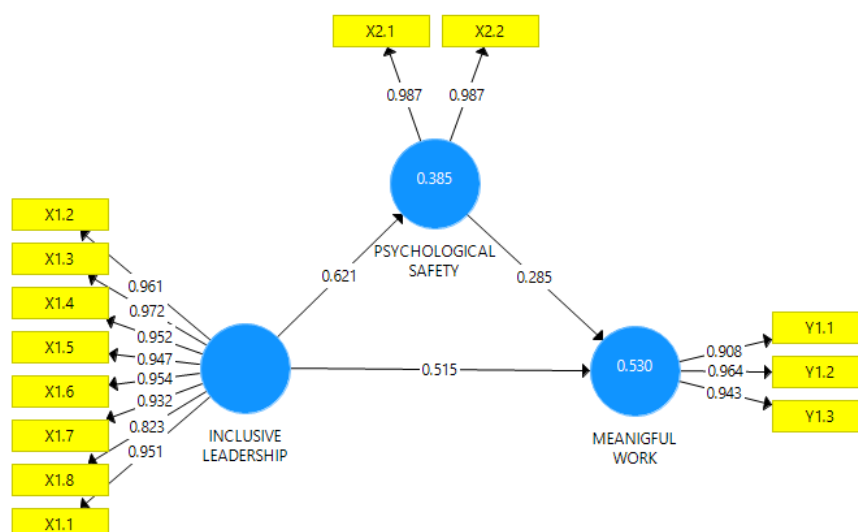


Figure 2. SmartPLS 32.9
Source: Processed Data, 2024

Convergent Validity

The results of data processing show that there are no variable indicators whose *outer loading* value is below 0.5, so all indicators are declared feasible or valid for research use and can be used for further analysis.

Table 2. Outer Loading Factor Value of Research Variables

Variables	Indicator	X1	X2	Y	Description
Inclusive leadership	X1.1	0,951			Valid
	X1.2	0,961			Valid
	X1.3	0,972			Valid
	X1.4	0,952			Valid
	X1.5	0,947			Valid
	X1.6	0,954			Valid
	X1.7	0,932			Valid
	X1.8	0,823			Valid
Psychological safety	X2.1		0,987		Valid
	X2.2		0,987		Valid

Variables	Indicator	X1	X2	Y	Description
Meaningful work	Y1.1			0,908	Valid
	Y1.2			0,964	Valid
	Y1.3			0,943	Valid

Source: Processed Data, 2024

All research variable indicators have many *outer loading* values above 0.7, as shown by the data processing results in table 3 above. As stated by Chin in Imam Ghozali, which states that the *outer loading* value between 0.5 and 0.6 is sufficient to meet the requirements of convergent validity.

Table 3. Cross Loading Value of Research Variables

Variables	Indicator	X1	X2	Y	Description
Inclusive leadership	X1.1	0,951	0,576	0,642	Valid
	X1.2	0,961	0,601	0,644	Valid
	X1.3	0,972	0,575	0,653	Valid
	X1.4	0,952	0,632	0,658	Valid
	X1.5	0,947	0,585	0,619	Valid
	X1.6	0,954	0,575	0,612	Valid
	X1.7	0,932	0,565	0,598	Valid
	X1.8	0,823	0,535	0,748	Valid
Psychological safety	X2.1	0,615	0,987	0,587	Valid
	X2.2	0,610	0,987	0,607	Valid
Meaningful work	Y1.1	0,562	0,617	0,908	Valid
	Y1.2	0,691	0,553	0,964	Valid
	Y1.3	0,690	0,541	0,943	Valid

Source: Processed Data, 2024

Based on the data presentation in table 4 above, each indicator in the research variable has the largest *cross loading* value on the variable it forms compared to the *cross loading* value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good *discriminant validity* in compiling their respective variables.

Discriminant Validity

From the data processing results obtained, it can be stated that the indicators used in this study have good *discriminant validity* in compiling their respective variables. Apart from observing the *cross loading* value, *discriminant validity* can also be determined through other methods, namely by looking at the *average variant extracted* (AVE) value for each indicator, which is required to be > 0.5 for a good model.

Table 4. Construct Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Inclusive leadership	0,980	0,983	0,879
Psychological Safety	0,973	0,957	0,881
Meaningful Work	0,932	0,957	0,881

Source: 2024 processed data

Based on the data presentation above in table 5, it can be seen that the *Cronbach alpha* value of each research variable is > 0.7 . Thus these results can show that each research variable has met the requirements of the *Cronbach alpha* value, so it can be concluded that all variables have a high level of reliability. Based on the data presentation in table 4 above, it is known that the AVE value of the *e-satisfaction* variable, *e-word of mouth* and *repurchase intention* > 0.5 . Thus it can be stated that each variable has good *discriminant validity*. Based on the data presentation in table 4 above, it can be seen that the *composite reliability* value of all research variables is > 0.7 . These results indicate that each variable has met the *composite reliability* so that it can be concluded that all variables have a high level of reliability.

Outer Model Analysis

Path Coefficient Test

Based on the *inner model* scheme that has been displayed in Figure 4 above, it can be explained that the largest *path coefficient* value is shown by the effect of *e-satisfaction* on *e-word of mouth* of 13.160. The smallest influence is shown by the effect of *e-satisfaction* on *repurchase intention* of 2.724. Based on the description of these results, it shows that all variables in this model have a *path coefficient* with a positive number.

Goodness of Fit Test

Based on data processing that has been carried out using the smart PLS 3.2.9 program, the *R-Square* value is obtained as follows:

Table 5. R-Square value

	R Square
Psychological Safety	0,530
Meaningful Work	0,385

Source: Processed Data, 2024

Based on the data presentation in table 6 above, it shows that *inclusive leadership* and *psychological safety* are able to explain the variability of the *meaningful work* contract by 53% and the remaining 47% is explained by other constarks outside those studied in this study. While *inclusive leadership* is able to explain the variability of *psychological safety* constructs by 38.5% and the remaining 61.5% is explained by other contracts outside those studied in this study. The *goodness of fit* assessment is known from the *Q-Square* value. The *Q-Square* value has the same meaning as the *coefficient determination (R-Square)* in regression analysis, where the higher the *Q-Square*, the better or more *fit the* model is with the data. The results of the calculation of the *Q-Square* value are as follows:

$$\begin{aligned}
 Q\text{-Square} &= 1 - [(1 - R^2_1) \times (1 - R^2_2)] \\
 &= 1 - [(1 - 0,530) \times (1 - 0,385)] \\
 &= 1 - (0,470 \times 0,615) \\
 &= 1 - 0,28905 \\
 &= 0,71095
 \end{aligned}$$

Based on the results of the above calculations, the *Q-Square* value is 0.71095. This shows that the amount of diversity of research data that can be explained by the research model is 71.09%.

While the remaining 28.91% is explained by other factors that are outside this research model. Thus, from these results, this research model can be declared to have good *goodness of fit*.

Hypothesis Test

The hypothesis testing value of this study can be shown in Table 4.15

Table 6. Hypothesis Test

Hypothesis	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
X1→ Y	0,515	0,520	0,077	6,661	0,000
X1→ X2	0,621	0,611	0,068	9,085	0,000
X2→ Y	0,285	0,278	0,078	3,647	0,000
X1→ X2→ Y	0,177	0,171	0,054	3,297	0,001

Source: Processed Data

The rules of thumb applied in this study are as follows: t-statistic > 1.96 with a significance level p-value < 0.05 (5%), and a positive beta coefficient. (Ghozali, 2014). From the results of data processing, it can be concluded that *inclusive leadership* has a positive and significant effect on *meaningful work*, *inclusive leadership* has a positive and significant effect on *psychological leadership*, *psychological safety* has a positive and significant effect on *meaningful work*, *inclusive leadership* has a positive and significant effect on *meaningful work* through *psychological safety*.

Discussion

This study found that inclusive leadership, which emphasizes fairness, inclusion, and cooperation, affects psychological safety and meaningful work in the ASN environment of Indragiri Hilir Regency. Concrete examples of inclusive leadership are leaders who are open to hearing new ideas, creating a work environment that supports innovation and growth. Psychological safety was found to influence meaningful work, with indicators such as appreciation of unique individual skills having the highest scores. SEM analysis shows that psychological safety strengthens the influence of inclusive leadership on meaningful work.

The relationship between inclusive leadership and meaningful work shows a positive and significant influence (t-statistic 6.661 > 1.96; p-value 0.000 < 0.05). Inclusive leaders are proven to be able to create a work environment that supports the formation of meaningful work for employees. This is in line with the finding that "inclusive leadership styles can help employees succeed by providing a significant work experience" (Lee et al., 2017, as cited in Shafaei & Nejati, 2023, p. 15). Magee and Galinsky (2008, as cited in Shafaei & Nejati, 2023) also found that leaders who share power equally with their teams can produce meaningful work experiences. Nembhard and Edmondson (2006, as cited in Shafaei & Nejati, 2023) further demonstrated that inclusive leadership creates a work environment that supports meaningful work.

Second, regarding the relationship between inclusive leadership and psychological safety, the results showed a positive and significant effect (t-statistic 9.085 > 1.96; p-value 0.000 < 0.05). Hirak et al. (2012, as cited in Shafaei & Nejati, 2023) supported these findings by showing that "inclusive leadership increases psychological safety in the workplace" (p. 12). Other studies revealed that "leaders who welcome feedback and do not criticize mistakes

increase psychological safety" (Carmeli et al., 2010; Choi et al., 2015, as cited in Shafaei & Nejati, 2023, p. 8).

Third, psychological safety is proven to have a positive and significant effect on meaningful work (t -statistic $3.647 > 1.96$; p -value $0.000 < 0.05$). Bailey and Yeoman, and Fletcher (2019, as cited in Shafaei & Nejati, 2023) found that "psychological safety provides learning and self-development opportunities that result in meaningful work" (p. 18). Kirk-Brown and van Dijk (2016, as cited in Shafaei & Nejati, 2023) asserted that "a psychologically safe work environment is based on trust and respect between employees and leaders" (p. 20).

Finally, this study revealed the mediating role of psychological safety in the relationship between inclusive leadership and meaningful work (t -statistic $3.297 > 1.96$; p -value $0.001 < 0.05$). Choi et al. (2015, as cited in Shafaei & Nejati, 2023) explained that "in a psychologically safe environment created by inclusive leaders, employees feel valued and can contribute without fear of criticism" (p. 10). Shafaei and Nejati (2023) reinforce these findings by stating that "a work environment that provides a sense of psychological safety can fulfill employees' basic needs for autonomy and competence, thus creating conditions in which the work performed has meaning" (p. 15).

The overall results of this study emphasize the important role of inclusive leadership in creating psychological safety which then encourages the formation of meaningful work among employees. As stated by Spreitzer (1995, as cited in Shafaei & Nejati, 2023), "meaningful work is an important aspect of employee psychological empowerment that affects organizational effectiveness" (p. 22). These findings provide important implications for the development of leadership practices in organizations aimed at enhancing the meaning of work through the creation of a psychologically safe work environment.

1. Inclusive leadership and Meaningful Work

The positive results of this study mean that it shows that *inclusive leadership* in the organization can affect *meaningful work* in the organization because *inclusive leadership* is a leader who builds a friendly work environment, where every team member feels valued, listened to, and given the opportunity to contribute fairly. Inclusive leaders usually encourage diversity, respect differences, and ensure that every individual feels welcome. With an inclusive team leader, team members tend to feel more engaged in their work, get recognized for their work, and have a sense that they have a significant role to play. This can help create a work environment that supports the creation of meaning in everyone's work.

A statement from research that is in line with the results of this study is that an inclusive leadership style can help employees succeed by providing a significant work experience (Lee et al., 2017 in Shafaei & Shejati, 2023). Shafaei & Nejati, 2023). Leaders who create work situations where power is shared equally between them and their teams can produce significant work experiences for their employees (Magee & Galinsky, 2008 in Shafaei & Nejati, 2023).. *Inclusive leadership* enhances employees' ability to voice their opinions and participate in creating a significant work experience, this has been demonstrated by research showing that this leadership style creates a work environment that supports employees in doing their jobs, which in turn can result in significant work (Nembhard & Edmondson, 2006 in Shafaei & Nejati, 2023)

2. Psychological Safety Mechanism

This study also found that *inclusive leadership* has a positive effect on *psychological safety* (hypothesis 2), *psychological safety* has a positive effect on *meaningful work* (hypothesis 3) *psychological safety* mediates the effect of *inclusive leadership* on *meaningful work*

(hypothesis 4). These findings contribute to a strong understanding of the mechanisms underlying the process between *inclusive leadership* and *meaningful work*. This finding explains that *inclusive leadership* perceived by employees can lead to *meaningful work*. In addition, the mechanism of *psychological safety* can help us better understand why and how *inclusive leadership* can make subordinates have *meaningful work*. .

Psychological safety refers to a work environment where everyone feels safe to speak up, voice opinions, or raise questions without worrying about the outcome. This creates an environment where the courage to speak up and share can increase, improving employee engagement and fostering a sense of trust among the team. When there is psychological safety, employees feel empowered to perform to the best of their abilities, which creates the basis for meaningful work. Because there is a sense of shared responsibility, they can feel that their efforts and ideas are valued, and engagement in work becomes more meaningful. In addition, inclusive leadership, or inclusive leadership, creates an environment that supports diversity and allows everyone to participate without fear. This impacts psychological safety as well. Team mental protection can be strengthened by *inclusive leadership* that encourages active participation and listens to the views of every team member.

The results of the study are in line with the statement Shafaei & Nejati (2023) which states that a work environment that provides a sense of psychological security can fulfill employees' basic needs related to autonomy and competence, thus creating conditions in which the work carried out has meaning. More specifically, when employees feel *psychological safety*, this indicates that they are given opportunities to learn and develop themselves, factors that then result in a meaningful work experience, as revealed by previous studies such as the work of Bailey, Yeoman, et al. (2019); Fletcher (2019) in Shafaei & Nejati (2023)..

Positive results are also shown with the role of *psychological safety* as a mediator which is only found in some of these studies. The role of *psychological safety* leads to a safe work environment, which is based on trust and respect between employees and their leaders (Kirk-Brown & van Dijk, 2016, as cited in Shafaei & Nejati, 2023).. Therefore, a positive relationship between mental safety and inclusive leadership is essential for creating a work environment that encourages progress, active participation, and a sense of meaning in work. In such a situation, inclusive leaders help create a psychologically safe work environment where employees feel valued and can contribute without fear of criticism or bad judgment (Choi et al., 2015, as cited in Shafaei & Nejati, 2023).. With inclusive leaders, employee mental safety becomes even more important. This is because it encourages employees to feel safe when voicing their opinions.

5. Conclusions

This research highlights the importance of an inclusive leadership style that plays a role in creating a fair, open and collaborative work environment, where each individual feels valued and recognized. In Indragiri Hilir District, inclusive leadership has been proven to increase psychological safety and meaningful work for employees. One of the strong indicators of this leadership style is the leader's openness to hearing new ideas from his team. This not only encourages innovation and creativity, but also fosters a sense of belonging and a shared commitment to achieving organizational goals. In addition, psychological safety-feeling safe to express ideas without fear of judgment-plays an important role in reinforcing the meaning of work. Indicators such as appreciation of each individual's unique skills and talents show that employees feel the organization values diversity. This research reveals that psychological safety serves as a link between inclusive leadership and meaningful work, strengthening the

relationship between the two. In the SEM analysis, it was found that psychological safety strengthens the positive influence of inclusive leadership on meaningful work, showing how crucial the role of psychological safety is in an inclusive and growth-oriented work environment.

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