

## THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON WORK ENGAGEMENT WITH INCLUSIVE LEADERSHIP AS A MODERATOR

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### Abstract

This study investigates organizational commitment effect on work engagement, with inclusive leadership as a moderating variable. The central concern examined pertains to the limited level of employee engagement, especially prevalent bureaucratic public sector organizations. The research was conducted at the South Kuta District Office using an explanatory quantitative approach. Data were collected through questionnaires administered to 63 purposively selected respondents and analysis was performed using PLS-SEM with WarpPLS 7.0 software. The findings reveal that organizational commitment and inclusive leadership partially have a significant effect on work engagement. However, the interaction between organizational commitment and inclusive leadership did not demonstrate a significant moderating effect, it suggest that inclusive leadership does not strengthen the influence of organizational commitment on work engagement. These results imply that the two variables operate independently in influencing employee engagement. The practical implication of this study highlights the importance of fostering both organizational commitment and inclusive leadership practices to enhance work engagement. Future research is encouraged to investigate the potential mediating variables and to adopt a longitudinal approach to gain deeper insights.

**Keywords:** *Inclusive Leadership, Moderating, Organizational Commitment, PLS-SEM, Work Engagement.*

### INTRODUCTION

Work engagement is a critical component of human resource management, as it is directly linked to employee productivity, motivation, and well-being. Employees with high levels of work engagement demonstrate strong dedication, enthusiasm, and deep involvement in their work, which ultimately contributes positively to both individual and organizational performance. They tend to work harder, exhibit greater loyalty, and possess a strong intrinsic drive to achieve (Bakker & Demerouti, 2017). In practice, work engagement not only boosts performance but also enhances employee retention. Engaged employees perceive their work as meaningful, making them less likely to experience emotional exhaustion or develop intentions to leave the organization (Saks, 2022). Furthermore, engagement serves as a psychological mechanism that protects employees from job stress and burnout that became negative effect for employee,

thereby fostering a healthier and more sustainable work-life balance (Xanthopoulou et al., 2021).

Moreover, work engagement have a vital role in shaping an organizational culture in positive way. Engaged employees are more likely to innovate, offer support to colleagues, and proactively contribute beyond their formal job responsibilities (Schaufeli et al., 2019). This fosters a collaborative work environment and adaptable to change. In both public and private service sectors, high levels of engagement are strongly associated with service quality, customer satisfaction, and organizational competitiveness (Kim et al., 2021). To cultivate engagement, organizations must actively manage the factors that enhance it, such as transformational leadership, challenging yet supportive job design, and work environments that promote autonomy and recognition. Thus, work engagement should not only be viewed as a performance indicator but also as a foundational element for long-term organizational success.

Social Exchange Theory (SET), developed by Blau (1964), describes a robust theoretical foundation for understanding how organizational commitment influences work engagement, particularly when moderated by inclusive leadership. Within the SET framework, the relationship between individuals and organizations is inherently reciprocal. When employees perceive a high level of organizational commitment, manifested through support, trust, and loyalty, they are more likely to respond with positive attitudes and behaviors, including heightened work engagement (Cropanzano & Mitchell, 2005). Furthermore, organization perceived organizational commitment as an emotional and psychological investment in its employees.

Inclusive leadership reinforces this relationship by fostering a psychologically safe work environment, actively listening to employees' perspectives, and valuing the diversity and contributions of every individual. Such leadership enhances perceptions of fairness and social acceptance within the organization, thereby deepening the quality of social exchanges between employees and the organization (Carmeli et al., 2010). Empirical studies have shown that inclusive leaders can moderate various relationships among psychological workplace variables, including the link between organizational commitment and engagement (Choi et al., 2017).

Furthermore, the presence of inclusive leadership as a moderating factor in the effect of organizational commitment on work engagement allows for the strengthening of employees' intrinsic motivation. When leaders are open and supportive, employees feel heard and involved, which intensifies their emotional connection to the organization and fosters higher levels of engagement (Zhu et al., 2020). In this context, the quality of exchange becomes more personal and meaningful, as outlined by Social Exchange Theory. SET not only explains the relationship between organizational commitment and work engagement, but also provides a strong theoretical basis for understanding how inclusive leadership strengthen this relationship through constructive and mutually beneficial social interactions.

Organizational commitment is recognized as one of the primary determinants of work engagement. Numerous studies have demonstrated that employees with high levels of commitment to their organization tend to exhibit greater engagement in their work. Organizational commitment refers to the extent to which individuals identify with the organization, are willing to contribute, and desire to remain part of it. When employees are emotionally and normatively attached to the organization, they are more likely to respond with positive behaviors such as increased dedication, enthusiasm, and involvement in their work (Ali et al., 2020).

Research by Gupta, Agarwal, and Khatri (2016) confirmed that organizational commitment plays a significant role in enhancing work engagement, particularly within service organizations. Employees who perceive a strong alignment with the organization's mission and values are more motivated to fully engage in their tasks. Similarly, research conducted by Ibrahim and Al Falasi (2014) in the public sector of the United Arab Emirates found a positive and significant correlation between organizational commitment and work engagement, ultimately contributing to improved efficiency and job satisfaction. In the educational setting, Devi (2017) discovered that faculty members who demonstrate high levels of institutional commitment are more likely to be engaged, take proactive initiatives, and foster a dynamic academic environment. These findings underscore that loyalty to the organization can cultivate a deep emotional attachment to one's work.

Furthermore, a study by Biswas and Bhatnagar (2013) in the Indian technology sector supports similar findings, revealing that organizational commitment is a key predictor of employee engagement, especially when integrated with perceptions of fairness and organizational support. In the healthcare sector, Karanika-Murray et al. (2015) found that nurses with high levels of commitment displayed stronger engagement, even in high-pressure work environments. These findings collectively reinforce the consistent conclusion across empirical literature: organizational commitment plays a crucial role in fostering work engagement. Organizations that succeed in cultivating employee loyalty and emotional attachment to organizational values and goals are likely to benefit from improved performance, satisfaction, and retention.

A wide range of empirical studies further confirm that both organizational commitment and inclusive leadership significantly influence work engagement. Organizational commitment reflects the extent to which employees feel emotionally, normatively, and continuatively bonded to their organization. When employees perceive that the organization values and supports them, they are more likely to exhibit higher levels of engagement, characterized by enthusiasm, dedication, and focused involvement in their work (Meyer & Allen, 1997; Saks, 2006). Albrecht et al. (2020) also affirm that organizational commitment remains a strong predictor of work engagement across various industry sectors.

On the other hand, inclusive leadership also plays a critical role in enhancing work engagement. Inclusive leaders actively listen to employee input, value diversity, and foster an open and psychologically safe work environment (Carmeli et al., 2010). Such an environment strengthens employees' emotional attachment and intrinsic motivation to contribute actively. A study by Choi et al. (2017) found that inclusive leadership promotes work engagement by increasing affective commitment and fostering a sense of psychological safety. Similarly, Javed et al. (2019) reported that inclusive leadership positively impacts psychological empowerment and work engagement.

Moreover, the interaction between organizational commitment and inclusive leadership creates a synergistic effect in cultivating high levels of engagement. When organizations demonstrate commitment to their employees and this is supported by an inclusive leadership style, employees are more likely to respond with strong emotional and cognitive attachment to their work (Zhu et al., 2020). Hakanen et al. (2006) emphasized that work engagement is influenced not only by job characteristics but also by relational factors such as leadership quality and interpersonal relationships. Empirical literature consistently shows that organizational commitment and inclusive leadership are two essential factors driving work engagement. Therefore, organizations aiming to build an engaged and productive workforce must simultaneously strengthen employee commitment and promote leadership that is open, supportive, and participative.

This study is urgently needed in the public sector context, where employee engagement is often hindered by hierarchical systems and limited support. Investigating how inclusive leadership moderates the link between organizational commitment and work engagement offers strategic insights to improve public service quality. Using PLS-SEM enables deeper understanding of these complex relationships.

## **RESEARCH METHOD**

This study employed a quantitative explanatory approach aimed at analyzing the effect of organizational commitment on work engagement, with inclusive leadership serving as a moderating variable. This design is appropriate for examining relationships among variables using numerical measurement and statistical analysis, as well as for generalizing findings to a broader population (Creswell & Creswell, 2018). Explanatory research enables researchers to understand how independent variables influence dependent variables through specific mechanisms, in this case, moderated by leadership style. This study used a quantitative survey method, conducted through the distribution of structured questionnaires utilizing a 5-point Likert scale, ranging from “strongly disagree” (1) to “strongly agree” (5). The questionnaire was developed based on well-established instruments from prior research, including the Organizational Commitment Questionnaire (OCQ) by Meyer & Allen (1997), the Inclusive Leadership Scale by Carmeli et al. (2010), and the Utrecht Work Engagement Scale (UWES) by

Schaufeli et al. (2002). Data collection was conducted both offline and via online forms to reach a broader range of respondents.

The data source consisted of individual respondents—specifically, permanent employees working in a designated public sector organization. The population included all employees with a minimum of one year of tenure. A purposive sampling technique was employed, involving 63 employees who met the criteria of having sufficient work experience to assess their organization's commitment and their supervisor's leadership style. The study collected primary data, obtained directly from respondents through the questionnaire. The data were quantitative in nature and suitable for statistical processing to test the relationships among the study variables. Data analysis was conducted using Structural Equation Modelling (SEM) based on the Partial Least Squares (PLS) approach, utilizing WarpPLS version 7.0. SEM-PLS was chosen for its capability to handle non-normally distributed data, complex models involving multiple latent variables, and medium to small sample sizes (Hair et al., 2021). WarpPLS also allows for the direct testing of moderation effects and model fit indicators, including  $R^2$  values, Average Variance Extracted (AVE), composite reliability, and  $Q^2$  predictive relevance.

Before conducting structural analysis, instrument validity and reliability were assessed through outer model analysis, which included tests for convergent validity, discriminant validity, and composite reliability. Subsequently, inner model analysis was performed to evaluate the relationships between constructs through path coefficients and p-values. The moderating effect of inclusive leadership was tested using the interaction term approach, to determine whether the relationship between organizational commitment and work engagement varies depending on the perceived level of inclusive leadership. The following research hypotheses were proposed.

**H1:** Organizational commitment has a significant effect on work engagement.

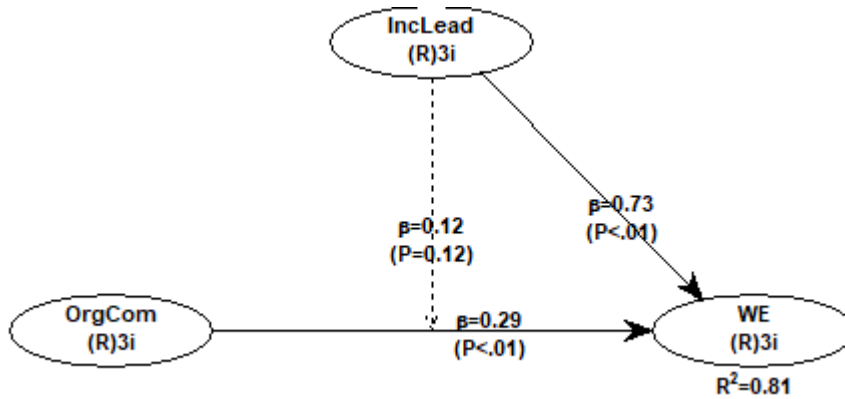
**H2:** Inclusive leadership has a significant effect on work engagement.

**H3:** Inclusive leadership moderates the effect of organizational commitment on work engagement.

## **RESULT AND DISCUSSION**

### **RESULTS**

The analysis conducted using SEM-PLS with the assistance of WarpPLS software yielded result as presented in Figure 1 below.



**Figure 1. Full Model of WARP – PLS**

Before interpreting the outcomes of the PLS-SEM, it is essential to ensure that the model satisfies both outer model (measurement model) and inner model (structural model) evaluation criteria. First, the Model Fit and Quality Indices are presented.

Average path coefficient (APC)=0.378,  $P<0.001$ . Average R-squared (ARS)=0.807,  $P<0.001$ . Average adjusted R-squared (AARS)=0.800,  $P<0.001$ . Average block VIF (AVIF)=3.081, acceptable if  $\leq 5$ , ideally  $\leq 3.3$ . Average full collinearity VIF (AFVIF)=3.942, acceptable if  $\leq 5$ , ideally  $\leq 3.3$ . Tenenhaus GoF (GoF)=0.876, small  $\geq 0.1$ , medium  $\geq 0.25$ , large  $\geq 0.36$ . Sympton's paradox ratio (SPR)=0.667, acceptable if  $\geq 0.7$ , ideally = 1. R-squared contribution ratio (RSCR)=0.926, acceptable if  $\geq 0.9$ , ideally = 1. Statistical suppression ratio (SSR)=1.000, acceptable if  $\geq 0.7$ . Nonlinear bivariate causality direction ratio (NLBCDR)=1.000, acceptable if  $\geq 0.7$ .

The result confirm that the model meets the required fit and quality thresholds. Following that, the outer model evaluation is presented in Table 1.

**Table 1. Convergent validity (loading factor) and composite reliability**

| Variable   | Indicator | OrgCom | WE    | IncLead |
|--|-----------|--------|-------|---------|
| Organisational commitment<br>CA = 0,944,<br>CR = 0,964 | X1        | 0.947  |       |         |
|  | X2        | 0,921  |       |         |
|  | X3        | 0,977  |       |         |
| Work engagement<br>CA= 0,975,<br>CR = 0,984            | Y1        |        | 0,981 |         |
|  | Y2        |        | 0,983 |         |
|  | Y3        |        | 0,984 |         |
| Inclusive leadership<br>CA= 0,976,<br>CR = 0,964       | M1        |        |       | 0,981   |
|  | M2        |        |       | 0,971   |
|  | M3        |        |       | 0,989   |

Source: Data processed

Discriminant validity test, based on the Fornell-Larcker Criterion (FLC) is shown in Table 2 below.

Table 2. Fornell Larcker Criterion, VIFs, AVE, dan R<sup>2</sup>

| variabel        | OC    | WE    | IL    | VIFs  | AVE   | R <sup>2</sup> | Q <sup>2</sup> |
|-----------------|-------|-------|-------|-------|-------|----------------|----------------|
| OrgCom (OC)     | 0,949 | -     | -     | 4,080 | 0,900 | -              |                |
| WorkEng (WE)    | 0,807 | 0,976 | -     | 4,883 | 0,955 | 0,807          | 0,796          |
| InclusLead (IL) | 0,828 | 0,879 | 0,977 | 4.419 | 0,953 | -              |                |

Source: Data processed

Table 1 and Table 2 demonstrate that all criteria for evaluating the outer and inner models under the SEM-PLS approach have been met. Convergent validity is confirmed by factor loading values  $> 0.70$  and Average Variance Extracted (AVE) values  $> 0.50$ . Construct reliability is supported by Composite Reliability (CR) and Cronbach's Alpha (CA) values  $> 0.70$ . Discriminant validity is also established based on the Fornell-Larcker criterion. For the inner model evaluation, the R<sup>2</sup> value (0.807) indicates a moderate to strong predictive power. The Variance Inflation Factors (VIFs)  $< 5$ , suggesting the absence of multicollinearity, and the Q<sup>2</sup> value (0.796) is positive, indicating high predictive relevance. Collectively, these results confirm that the structural model is valid and can be further interpreted (Hair et al., 2021).

Subsequently, Table 3 presents the results of the hypothesis testing as previously proposed.

Table 3. Summary of Hypothesis Test Result

| No. | Variabel    | Path- coefficients | p-values | Remarks         |
|-----|-------------|--------------------|----------|-----------------|
| 1.  | OC => WE    | 0,287              | $< 0,01$ | Significant     |
| 2   | IL => WE    | 0,729              | $< 0,01$ | Significant     |
| 3   | OC*IL => WE | 0,118              | 0,125    | not significant |

Source: Data processed

The analysis results presented in Table 3 indicate that organizational commitment ( $\beta = 0,287$  and p-values = 0,002) and inclusive leadership ( $\beta = 0,729$  and p-values  $< 0,001$ ) both have a significant positive effect on work engagement (WE). However, the interaction term between organizational commitment and inclusive leadership as the moderating variable did not demonstrate a statistically significant effect ( $\beta = 0,118$  and p-values 0,125). These findings suggest that, while both organizational commitment and inclusive leadership independently influence work engagement in a meaningful way, inclusive leadership does not significantly strengthen the relationship between organizational commitment and work engagement.

## DISCUSSIONS

The findings of this study reveal that both organizational commitment and inclusive leadership have a significant positive impact on work engagement, indicating that these two factors are key predictors in fostering employee engagement. However, the results also show that the interaction effect between organizational commitment and inclusive leadership is not statistically significant, suggesting that inclusive leadership does not moderate or enhance the relationship between organizational commitment and work engagement.

The significant effect of organizational commitment on work engagement is consistent with numerous prior studies. Organizational commitment reflects the extent to which employees feel emotionally attached, loyal, and willing to fully contribute to the organization's goals (Meyer & Allen, 1997). Employees with a high level of organizational commitment tend to be more engaged in their work, exhibit strong dedication, and perform with heightened enthusiasm (Saks, 2006; Gupta et al., 2016). From the perspective of Social Exchange Theory (Blau, 1964), the commitment extended by the organization creates a reciprocal relationship in which employees respond with positive behaviors such as elevated work engagement. Furthermore, inclusive leadership was also found to significantly influence work engagement. This leadership style is characterized by behaviors that value diversity, actively listen to input from all team members, and foster a psychologically safe work environment (Carmeli et al., 2010). When employees feel that their voices are heard and appreciated by their leaders, they are more likely to find meaning in their work and become fully engaged (Javed et al., 2019; Choi et al., 2017). In this context, inclusive leadership not only fosters trust but also enhances the intrinsic motivation that underlies work engagement (Zhu et al., 2020).

The findings also indicate that the interaction between organizational commitment and inclusive leadership does not significantly affect work engagement. This suggests that although both variables exert a direct influence on work engagement, inclusive leadership neither strengthens nor weakens the relationship between organizational commitment and work engagement. This outcome should be interpreted through both theoretical and contextual lenses. From a conceptual standpoint, not all variables that demonstrate a direct effect necessarily function effectively as moderators. As explained by Baron and Kenny (1986), a moderating variable alters the direction or strength of the relationship between two other variables. In this case, inclusive leadership may operate independently as a direct predictor of work engagement rather than acting as a moderator that influences the strength of the association between organizational commitment and work engagement.

In the organizational context—particularly within public sector or bureaucratic institutions, the role of leadership may not be sufficient to alter employees' perceptions of organizational commitment. In organizations characterized by rigid hierarchical

structures, employees may express loyalty toward the institution itself rather than to individual leaders (Ibrahim & Al Falasi, 2014). This may help explain why the influence of organizational commitment on work engagement remains strong regardless of the leadership style in place. This finding is consistent with the study by Ali et al. (2020), which revealed that both perceived organizational justice and leadership exert direct effects on employee engagement, yet their interaction effect was statistically insignificant. Similarly, Biswas and Bhatnagar (2013) observed that while perceived organizational support and transformational leadership positively influence engagement, they do not necessarily strengthen the relationships between other variables.

Theoretical implications of this study contribute to the understanding that organizational commitment and inclusive leadership represent two independent pathways influencing work engagement. This insight extends current engagement models by suggesting that such factors may exert additive rather than interactive effects, offering a more nuanced perspective on how different organizational elements drive work engagement. From a practical standpoint, the findings highlight the importance for organizations to simultaneously foster employee commitment and practice inclusive leadership, even if these elements function separately in shaping engagement. Organizations should not assume that one compensates for the other; rather, both remain critical in cultivating a highly engaged workforce. For future research, it is recommended to explore the potential role of mediating variables, such as psychological safety, empowerment, or trust, that may help to bridge the influence of inclusive leadership on engagement. Furthermore, adopting longitudinal research designs is advised to capture the evolving nature of employee perceptions and engagement dynamics over time.

## **CONCLUSIONS**

The findings of this study reveal that organizational commitment and inclusive leadership significantly influence work engagement, yet inclusive leadership does not strengthen the relationship between organizational commitment and work engagement. The theoretical implication suggests that these two constructs operate independently rather than interactively in predicting employee engagement. From a practical perspective, organizations are encouraged to consistently reinforce employee commitment through fair policies and recognition programs, while also cultivating inclusive leadership practices that promote a positive and supportive work environment. This study is limited by its cross-sectional design, which restricts the ability to capture the dynamic nature of the relationships over time. Additionally, the use of self-reported data may introduce subjective bias, potentially affecting the accuracy of the results. Future research is therefore recommended to adopt a longitudinal approach to better understand how work behaviors evolve, and to explore the mediating roles of

psychological mechanisms such as psychological safety, trust, or empowerment. These mediators could offer deeper insights into how inclusive leadership translates into higher levels of engagement across various organizational contexts.

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