

THE EFFECT OF INCLUSIVE LEADERSHIP ON EMPLOYEE ENGAGEMENT AT THE ARGA MAKMUR CLASS IIB CORRECTIONAL INSTITUTION



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ABSTRACT

This study aims to analyze the effect of inclusive leadership on employee engagement at Class IIB Arga Makmur Correctional Institution. Inclusive leadership is viewed as a leadership approach that creates a supportive, participatory work environment and appreciates diversity, thereby encouraging stronger employee involvement in their work. The research uses a quantitative approach, with data collected through questionnaires distributed to employees. The collected data were analyzed using simple linear regression with the assistance of IBM SPSS. The findings indicate that inclusive leadership has a positive and significant influence on employee engagement. Leaders who adopt an inclusive leadership style are able to build a more open and supportive work atmosphere, which encourages employees to feel valued, actively participate, and show greater commitment to their work. Therefore, the implementation of inclusive leadership practices can be an effective strategy for increasing employee engagement within the organization.

Keywords: *Inclusive Leadership; Work Engagement; Correctional Institutions*

INTRODUCTION

An organization is a forum consisting of individuals who work together to achieve certain goals, in which people are the main driving force (Tanjung et al., 2022). In an organization, the role of human resources (HR) is vital because without HR, the utilization of other resources will not be optimal. This is in line with Law Number 20 of 2023 concerning State Civil Apparatus in Article 1 Paragraph 5, which states that ASN management aims to create professional ASNs with high work performance and behavior in accordance with ASN basic values, free from political intervention and corrupt practices. The government, as a public sector organization, must ensure that ASNs are competent so that public services can run effectively and professionally.

The quality of human resources is one of the important indicators in human development, which is measured through the Human Development Index (HDI). Data from the Central Statistics Agency (BPS) shows that Indonesia's HDI increased from 72.81 in 2020 to 75.02 in 2024, which is classified as high (BPS, 2025). This increase in HDI indicates improvements in the quality of education, health, and living standards that support human resource productivity (Dira et al., 2023). In the context of correctional institutions (Lapas) as public organizations, the quality of human resources greatly influences the rehabilitation of prisoners, which aims to return them to society as law-abiding and productive members (Saefudin, 2020).

Arga Makmur Class IIB Prison faces several issues related to human resources. Based on personnel data, there are 73 employees with an educational background dominated by high school/vocational school graduates (42 people), 27 bachelor's degree holders, and 3 master's degree holders (Prison Personnel Data, 2025). This number is not proportional to the prison population, which reached 543 people as of April 23, 2025, consisting of 81 detainees and 462 convicts. This imbalance results in a high workload, prompting the prison to recruit 67 temporary workers to assist with tasks, even though this practice violates Article 4 of Ministry of Law and Human Rights Regulation No. 9 of 2019 (Binadik and Giatja Section, 2025). The reliance on temporary workers is feared to reduce staff accountability, potentially diminishing their work engagement.

Indications of low employee engagement can be seen from data showing a decline in the performance of Arga Makmur Class IIB Prison in 2023–2024. For example, the indicator of prisoners who are working and productive fell dramatically from 120% to 54.54%, and several other services also experienced a decline (LKJIP Arga Makmur Prison, 2024). Low work engagement can reduce organizational performance because employees only carry out routine tasks without innovation (Schaufeli et al., 2006). In this condition, effective leadership style becomes crucial. Inclusive leadership is considered relevant because it can create a supportive work environment, appreciate diversity, and provide space for employees to participate (Carmeli et al., 2010).

Inclusive leadership is a leadership style that demonstrates openness, accessibility, and availability of leaders in interacting with subordinates (Carmeli et al., 2010). Previous studies have shown that inclusive leadership has a positive effect on employee engagement (Bao et al., 2022; Bannay et al., 2020). However, at the Arga Makmur Class IIB Prison, low innovation and employee engagement are evidence that inclusive leadership has not been optimized. Based on these phenomena, this study was conducted to analyze the effect of inclusive leadership on employee engagement at the Arga Makmur Class IIB Prison. This study is expected to provide empirical understanding as well as strategic recommendations to increase employee engagement through the application of inclusive leadership.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Inclusive Leadership

Inclusive leadership is a leadership style that emphasizes openness, fairness, and equality in treating all team members. Inclusive leaders value individual differences, listen to input, and involve subordinates in decision-making (Carmeli et al., 2010). This style is important because it can create a supportive work environment where every employee feels valued and has equal opportunities for growth.

In this study, inclusive leadership is defined as the leader's ability to demonstrate openness, availability, and accessibility to subordinates. By implementing inclusive leadership, organizations can increase employee engagement, build trust, and encourage better collaboration in achieving organizational goals (Bao et al., 2022).

Work Engagement

Work engagement refers to a positive state characterized by enthusiasm, dedication, and absorption in work (Schaufeli et al., 2002). Employees with high work engagement will invest energy, time, and attention in their work because they consider their performance important to their self-esteem (Wokas et al., 2022). Work engagement is very important for organizations because it can create a healthy work environment and improve performance (Narasaputra, 2022).

Several factors influence work engagement, including psychological and work environment conditions, demographic factors, and work-life balance (Schaufeli et al., 2006). A supportive work environment, good relationships with coworkers and supervisors, and social support can increase work engagement. Factors such as age, gender, and job type also influence engagement levels, as does the ability to maintain a balance between work and personal life. An imbalance in this regard can reduce an individual's motivation to work.

According to Schaufeli et al. (2006), work engagement consists of three dimensions, namely vigor, dedication, and absorption. Vigor describes the energy and mental stamina at work, dedication reflects emotional involvement demonstrated by pride and enthusiasm for work, while absorption describes a state in which individuals are completely immersed in their work, making it difficult to break away and causing time to pass quickly.

Research Framework

A conceptual framework serves as the foundation for a piece of research. It contains the broad outline and concepts of a study. A conceptual framework can be used to formulate research concepts, thereby facilitating the writing process. This is because a conceptual framework contains theories and is depicted in the form of interrelated diagrams. This study will discuss the effect of Inclusive Leadership on Work Engagement at the Arga Makmur Class IIB Correctional Institution. The conceptual framework for this study is as follows:

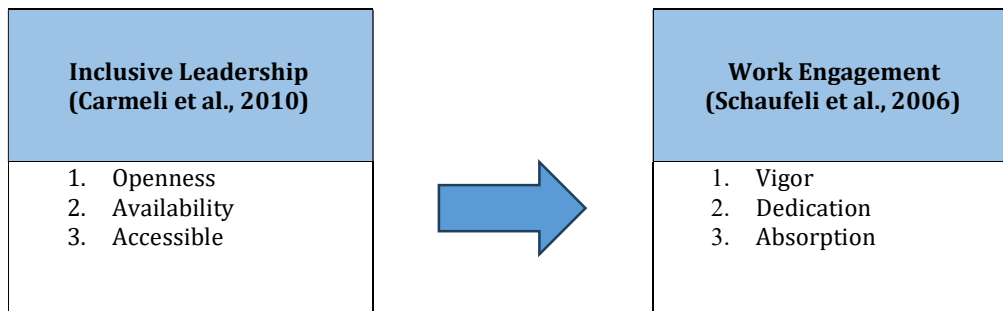


Figure 1
Research Framework

Hypothesis

As explained, the preliminary answer to the research to be conducted is:

Ho : There is no positive effect of Inclusive Leadership on Employee Work Engagement at the Arga Makmur Class IIB Correctional Institution.

Ha : There is a positive effect of Inclusive Leadership on Employee Work Engagement at the Arga Makmur Class IIB Correctional Institution.

METHOD

This study uses a quantitative method, which is a research approach that tests hypotheses through objective measurements and statistical analysis of data obtained through research instruments such as questionnaires (Creswell & Creswell, 2018). This method aims to identify the effect of inclusive leadership on employee engagement at the Arga Makmur Class IIB Prison. The relationship between variables is formulated in the form of hypotheses which are then tested numerically using statistical procedures.

This study uses a survey design with a cross-sectional approach, namely data collection is carried out at a certain time. This design was chosen because it is suitable for determining the relationship between the independent variable (inclusive leadership) and the dependent variable (work engagement) in one observation period. Data analysis was performed using simple linear regression tests to see the effect of variable X on Y. The research population consisted of all 73 employees of the Arga Makmur Class IIB Prison. Because the population size was relatively small, the sampling technique used was saturation sampling (non-probability sampling), in which all members of the population were included in the sample.

Inclusive leadership variables were measured using the Inclusive Leadership scale from Carmeli et al. (2010), which consists of 9 items, while work engagement was measured using the Utrecht Work Engagement Scale (UWES) from Schaufeli et al. (2006), which consists of 17 items. Both instruments use a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Primary data was obtained by distributing questionnaires to all respondents, while secondary data was obtained from relevant journals, books, and official documents. The data obtained was analyzed using IBM SPSS 27. The analysis included validity tests (Pearson Correlation), reliability tests (Cronbach's Alpha), normality tests, simple linear regression tests, significance tests (t-test), and coefficient of determination tests (R^2). The hypothesis was accepted if the significance value was < 0.05 .

RESULTS AND DISCUSSION

Data Analysis

Based on primary data obtained by the researcher through distributing questionnaires to 73 respondents (all employees at Class IIB Arga Makmur Correctional Facility), the results of the statistical tests are as follows.

Validity and Reliability Tests

The validity test was conducted on 9 statement items with an r-table value of 0.232. The results show that all items have r-count > 0.232 and Sig. < 0.05, thus all items are declared valid.

Table 1
Validity Test Results for Variable X (Inclusive Leadership)

Item	Calculated R	Table R	Conclusion
X1	0,678	0,232	Valid
X2	0,802	0,232	Valid
X3	0,773	0,232	Valid
X4	0,795	0,232	Valid
X5	0,643	0,232	Valid
X6	0,804	0,232	Valid
X7	0,705	0,232	Valid
X8	0,683	0,232	Valid
X9	0,765	0,232	Valid

The validity test was conducted on 17 statement items with an r-table value of 0.232. The results show that all items have r-count > 0.232 and Sig. < 0.05, thus all items are declared valid.

Table 2
Validity Test Results for Variable Y (Work Engagement)

Item	Calculated R	Table R	Conclusion
Y1	0,686	0,232	Valid
Y2	0,770	0,232	Valid
Y3	0,778	0,232	Valid
Y4	0,778	0,232	Valid
Y5	0,695	0,232	Valid
Y6	0,689	0,232	Valid
Y7	0,615	0,232	Valid
Y8	0,803	0,232	Valid
Y9	0,683	0,232	Valid
Y10	0,692	0,232	Valid
Y11	0,621	0,232	Valid
Y12	0,667	0,232	Valid
Y13	0,784	0,232	Valid
Y14	0,627	0,232	Valid
Y15	0,726	0,232	Valid
Y16	0,802	0,232	Valid
Y17	0,694	0,232	Valid

The reliability test of the inclusive leadership variable showed a Cronbach's Alpha value of 0.894 (>0.6), indicating that the instrument is highly reliable and suitable for use.

Table 3
Reliability Test Results for Variable X

Reliability Statistics

Cronbach's Alpha	N of Items
,894	9

The reliability test of the work engagement variable showed a Cronbach's Alpha value of 0.939 (>0.6), indicating that the instrument is highly reliable and suitable for use.

Table 4
Reliability Test Results for Variable Y

Reliability Statistics

Cronbach's Alpha	N of Items
,939	17

Normality Test

The results of the normality test using One Sample Kolmogorov-Smirnov showed an Asymp. Sig. (2-tailed) value of 0.200 (>0.05), indicating that the data was normally distributed and met the requirements for regression analysis.

Table 5
Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		<i>Unstandardized Residual</i>	
<i>N</i>		73	
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	,0000000	
	<i>Std. Deviation</i>	5,42451915	
<i>Most Extreme Differences</i>	<i>Absolute</i>	,063	
	<i>Positive</i>	,050	
	<i>Negative</i>	-,063	
<i>Test Statistic</i>		,063	
<i>Asymp. Sig. (2-tailed)^c</i>		,200 ^d	
<i>Monte Carlo Sig. (2-tailed)^e</i>	<i>Sig.</i>	,679	
	<i>99% Confidence Interval</i>	<i>Lower Bound</i>	,667
		<i>Upper Bound</i>	,691

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The histogram results show that the data is normally distributed because it forms a bell-shaped pattern and does not skew to either side.

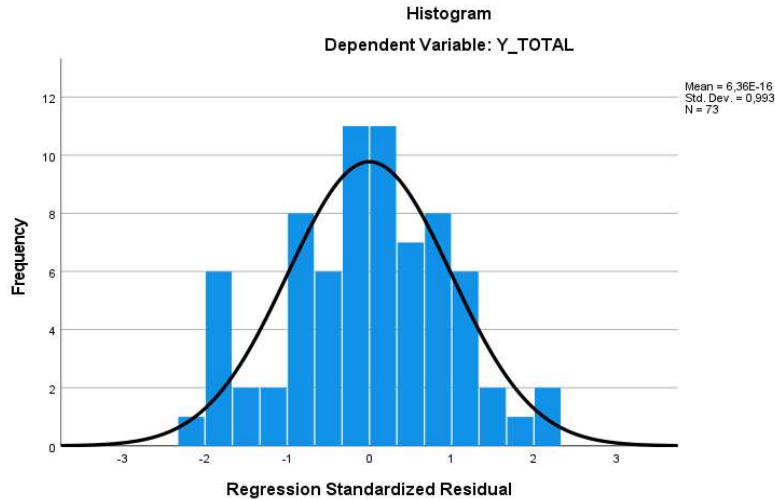


Figure 1
Normality Test Histogram

Linear Regression Test

The analysis results show that all three dimensions (openness, availability, accessibility) have a significant effect on inclusive leadership (Sig. 0.000 < 0.05). The dimension of availability made the largest contribution ($\beta = 0.502$), followed by openness ($\beta = 0.355$) and accessibility ($\beta = 0.232$).

Table 6
Influence of Dimensions on Inclusive Leadership

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,014	,082		,173	,863
Openness	,998	,011	,355	87,005	,000
Availability	1,008	,008	,502	124,696	,000
Accessibility	,987	,015	,232	67,981	,000

a. Dependent Variable: Inclusive Leadership

The three dimensions of work engagement (enthusiasm, dedication, absorption) had a significant effect (Sig. 0.000 < 0.05). The dimension of enthusiasm had the largest contribution ($\beta = 0.411$), followed by absorption ($\beta = 0.365$) and dedication ($\beta = 0.297$).

Table 7
Influence of Dimensions on Work Engagement

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	,005	,089		,057	,955
Enthusiasm	1,001	,006	,411	175,514	,000
Dedication	1,000	,008	,297	127,196	,000
Absorption	,999	,007	,365	149,978	,000

a. Dependent Variable: Inclusive Leadership

The regression test results show the equation $Y = 11.861 + 1.578X$ with a positive coefficient (Sig. $0.000 < 0.05$), indicating that inclusive leadership has a significant and direct effect on work engagement; every increase in inclusive leadership will increase employee work engagement.

Table 8
Simple Linear Regression Test

<i>Coefficients^a</i>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,861	3,694		3,211	,002
Inclusive Leadership	1,578	,105	,872	15,039	,000

a. Dependent Variable: Work Engagement

Significance Test

The significance test (ANOVA) results show a Sig. value of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. This means that inclusive leadership has a significant effect on employee engagement at the Arga Makmur Class IIB Prison.

Table 9
Significance Test Results

<i>ANOVA^a</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6749,206	1	6749,206	226,181	,000 ^b
	Residual	2118,629	71	29,840		
	Total	8867,836	72			

a. Dependent Variable: Work Engagement

b. Predictors: (Constant), Inclusive Leadership

Determination Test

The determination test results show a value of $R = 0.872$ (strong positive correlation) and $R^2 = 0.761$, meaning that inclusive leadership affects work engagement by 76.1%, while 23.9% is influenced by other factors.

Table 10
Determination Test Results

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,872 ^a	,761	,758	5,463

a. Predictors: (Constant), Inclusive Leadership

b. Dependent Variable: Work Engagement

Discussion

Inclusive leadership variables were measured using the Inclusive Leadership scale from Carmeli et al. (2010), which consists of 9 items, while work engagement was measured using the Utrecht Work Engagement Scale (UWES) from Schaufeli et al. (2006), which consists of 17 items. Both instruments use a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Primary data was obtained by distributing questionnaires

to all respondents, while secondary data was obtained from relevant journals, books, and official documents. The data obtained was analyzed using IBM SPSS 27. The analysis included validity tests (Pearson Correlation), reliability tests (Cronbach's Alpha), normality tests, simple linear regression tests, significance tests (t-test), and coefficient of determination tests (R^2). The hypothesis was accepted if the significance value was < 0.05 .

The significance test obtained a value of $0.000 < 0.05$, so H_a was accepted, meaning that inclusive leadership has a significant effect on employee work engagement. The determination test showed a value of $R^2 = 0.761$, meaning that 76.1% of work engagement is influenced by inclusive leadership, while 23.9% is influenced by other factors. These findings confirm that the higher the level of inclusive leadership, the higher the employee work engagement.

The results of this study are in line with previous studies (Bao et al., 2022; Ly, 2024; AlMunthiri et al., 2024) that found a positive effect of inclusive leadership on work engagement. Inclusive leadership that emphasizes openness, availability, and accessibility can increase employee responsibility, participation, and motivation. Thus, strengthening inclusive leadership practices is necessary to increase work engagement and encourage innovation and organizational progress.

CONCLUSION AND SUGGESTION

Employees of Arga Makmur Class IIB Prison have a fairly good perception of inclusive leadership and work engagement, with the majority falling into the moderate category, where inclusive leadership (dimensions of openness, availability, and accessibility) has a positive and significant effect on work engagement (dimensions of enthusiasm, dedication, and absorption) with a contribution of 76.1%, while 23.9% is influenced by other factors.

Therefore, leaders are advised to improve inclusive leadership practices through openness, availability, and accessibility, providing space for employee aspirations, and strengthening work engagement by creating a reward system, motivational training, and mental coaching. Additionally, it is important to build an organizational culture based on diversity and open communication, as well as conduct further research on the influence of inclusive leadership on other variables to support organizational performance improvement.

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