

# **LEBANESE AMERICAN UNIVERSITY**

## **The Impact of Inclusion on Organizational Citizenship Behavior: The Mediating Role of Employee Well-Being**

**By**

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# Acknowledgment

Despite the huge economic crisis and the stressful situations that Lebanese people are going through on the daily, I decided to continue my education through pursuing my Master's degree in Human Resources Management because I believe that education and knowledge are extremely important in such times. Working on this thesis was really challenging, especially when living in a collapsing country, with minimal human rights. Dedicating my time and effort in such unfortunate circumstances has been a huge challenge that I decided to pursue and thank God, I did.

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Crisis or not, no matter the circumstances, I consider myself a life-long student who is always eager and curious to know more. I believe that one could never have enough knowledge. That is why I consider my Bachelor's degree and my Master's degree at LAU as only the first steps of my long journey.

# The Impact of Inclusion on Organizational Citizenship Behavior: The Mediating Role of Employee Well-Being

Joey El Hajj

## **ABSTRACT**

This study aims to examine the relationships between inclusion, employee well-being, and organizational citizenship behavior. It also aims at investigating the role of employee well-being as a mediator. Drawing on the Social Identity theory and Social Exchange theory, this study attempts to examine the importance of inclusion and employee well-being in initiating organizational citizenship behaviors at the workplace. A total of 203 completed questionnaires were obtained and analyzed. The results of this study provided support to the hypothesized relationships. Results indicated that the direct relationships were supported between Inclusion, Employee well-being and Organizational Citizenship Behavior. In addition, the results have also provided support to the mediating role of employee well-being. Finally, the findings of this study provide theoretical and practical implications taking into consideration the limitations.

Keywords: Inclusion, Diversity, Employee Well-Being, Organizational Citizenship Behavior.

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## **List of Abbreviations**

**INCBELON:** Belongingness

**INCUNIQ:** Uniqueness

**WB:** Well-Being

**EWB:** Employee Well-Being

**PWB:** Psychological Well-Being

**SWB:** Social Well-Being

**WWB:** Workplace Well-Being

**SBB:** Subjective Well-Being

**OCB:** Organizational Citizenship Behavior

# **Chapter One**

## **Introduction**

Employees constitute an important asset in today's organizations, play a key role in participating in decision-making and have a say in their survival over the long-term (Buchko et al., 2017). Similarly, Udin and Yuniawan (2020, p. 781) assert on the importance of employees by adding that they are "the power and energy source in the frictions, activities creation, and actions inside the organization". We can say that employees have the power to either make or break an organization, as the organizational success is linked to employees' behaviors and decisions (Mello, 2015). From here arises the necessity of organizations to properly manage their employees who, in return, can have a positive effect on organizations. One of the ways that organizations can ensure that employees are properly managed is effectively including them and their unique capabilities and ensuring that they belong to the organization. This constitutes the concept of inclusion, a new trend that is shaping organizations operating in today's business world (Mousa, 2020). Organizations are now shifting from fostering diversity in their workforce into actually integrating diverse employees altogether (Nishii, 2013). In addition, inclusion constitutes an important element in organizations since it has been shown to lead to many beneficial outcomes such as lower turnover levels (Brimhall et al., 2014), job performance, job satisfaction (Ohunakin et al., 2019), organizational commitment (Shore et al., 2018) and better attraction and retention of human capital (Chung et al., 2020). In addition, Korkomaz et al. (2022, p. 1) argue that inclusion is a "key for the sustained competitive advantage of organizations".

Research has found that employees' behaviors at work are highly dependent on their workplace experience and on the relationships they have with their organization (Lohndorf & Diamantopoulos, 2014). According to the social exchange theory (Blau, 1964), when employees perceive and understand what their organization has to offer them, they engage in behaviors that would help the organization (Ahmad, 2018). Moreover, organizations further benefit if and when

their employees engage in voluntary actions that go beyond their assigned duties (Organ, 1988). Specifically, Mohanty and Rath (2012) emphasize that in order to effectively compete in today's highly volatile and competitive environment, organizations must place a high importance on their employees' extra-role behaviors and encourage them to engage in behaviors that go beyond their job duties. Organizational citizenship behaviors could be one of these behaviors, since they are considered voluntary and beyond employees' assigned tasks (Mousa et al., 2020). In addition, employees' citizenship behaviors can be seen as a fundamental factor in organizations as they can enhance organizations' adaptability to dynamic environments (Podsakoff et al., 2000) and lead to enhanced workplace socialization, lower burnout levels (Kumar et al., 2016), better team efficiency (Koopman et al., 2016) and improved individual performance (De Geus et al., 2020).

Drawing on the social exchange theory (Blau, 1964), on the optimal distinctiveness theory (Brewer, 1991) and on the social identity theory (Tajfel, 1982), we argue that when employees perceive the offerings that organizations have for them and when they feel that they identify with their organization and coworkers, they tend to be motivated to engage in citizenship behaviors. Therefore, since organizations play a role in shaping employees' attitudes in the workplace, which can lead them to engage in certain behaviors, it is interesting to examine inclusion in organizations, how it can change employees' experience at work and whether it will lead them to engage in OCB.

Another trend that organizations are recently following and focusing on is enhancing employees' well-being and ensuring they are in a good psychological state (Haynes, 2020). Employees spend most of their time at work and are subject to many conflicts and misunderstandings, which can cause them to be stressed and frustrated. According to Le et al. (2016), being exposed to stressful circumstances at work such as excessive responsibilities, can have a detrimental effect on employees' well-being. Moreover, today's organizations are prioritizing their employees' mental health, especially after the outbreak of the Covid-19 pandemic and the resulting trends of working from home and work-life balance (Nabawanuka and Ekmekcioglu, 2021). Hence, organizations are now focusing on their employees' well-being as it can benefit them in return. It can result in increased organizational profitability (Scott & Spieck, 2019), higher employee performance (Yan et al., 2020), productivity (Isham et al., 2020), satisfaction (Samad et al., 2021) and engagement (Rasool et al., 2021).

Employee well-being can be seen as a predictor to employees' citizenship behaviors (Davila & Finkelstein, 2013), through the social exchange theory. When employees perceive that their organization is improving their mental state, they feel the need to initiate helping behaviors, as a form of reciprocity (Paul et al., 2019), such as citizenship behaviors. In addition, whether employees feel happy, comfortable and at ease at work or down, stressed and anxious, is an important factor that could intervene on the influence that inclusion has on employees' citizenship behaviors.

Although inclusion is highly important in organizations, and although promising research was made upon it, it is still however a recent topic in literature that needs further investigation and exploration (Chung et al., 2020; Leroy et al., 2021). Moreover, it is recommended to examine not only one dimension of the inclusion construct but also to examine both dimensions (Belongingness & Uniqueness) as recommended by Chung et al. (2020). This constitutes one of the gaps that this study aims to fulfill. According to Shore et al. (2011) and to Chaudhry et al. (2021), Uniqueness is one of the dimensions of inclusion that was understudied, and has not received much attention from researchers, although it is as important as Belongingness. Moreover, since inclusion is a recent topic in literature and has not been thoroughly examined, it is recommended to further explore its outcome and to examine what it can lead to in organizations (Leroy et al., 2021). Precisely, Chung et al. (2020) propose studying well-being and OCB as the outcomes of inclusion, suggested by the model of Shore et al. (2011). These constitute some gaps that the current study aims to also fulfill.

Other than studying inclusion, the current study also tackles the concept of employee well-being. It adds to prior literature by (1) studying social well-being (SWB) and psychological well-being (PWB) as EWB's dimensions, as proposed by Salas-Vallina et al. (2020) and (2) by exploring OCB as an outcome to EWB as suggested by Zheng et al. (2015). Therefore, these form more gaps that this study aims to satisfy. Moreover, to our knowledge, no studies have examined the relationships between inclusion, OCB and EWB in an Arab culture such as the Lebanese culture.

Therefore, this study's purpose is to fill the aforementioned gaps. The main objectives are to study Belongingness and Uniqueness as inclusion's dimensions and to precisely examine their effects on OCB, instead of considering Inclusion as an aggregate construct. The second aim is to study

the four dimensions of EWB: Psychological WB, Social WB, Workplace WB and Subjective WB as per the scale developed by Pradhan and Hati (2019), instead of studying the construct of EWB as a whole, in order to effectively investigate the influence that EWB has on OCB. In addition, since inclusion can have a positive impact on employees' well-being and mental state, which in turn can also affect the extent to which employees help others and go the extra mile in their duties, the main objective of this study is to examine whether employee well-being mediates between inclusion and employees' citizenship behaviors.

This paper begins with a literature review supporting the concepts of "Inclusion", "Employee Well-being" and "Organizational Citizenship Behavior", followed by the development of four hypotheses. Then, a methodology section is presented with detailed information regarding our sample and the measures we adopted. This paper continues with a section for the results and data analysis of our work, followed by a discussion section depicting the final implications of this study. Finally, this thesis concludes with some limitations on which future researchers in the field could direct their efforts and build their studies.

# **Chapter Two**

## **Literature Review**

### **2.1 Inclusion**

Researchers have been showing interest in a new concept called “Inclusion”. Nishii (2013) sheds light on how organizations are shifting from diversity management to inclusion in order to ameliorate their workforce management. Similarly, a body of researchers also tackles the shift of literature from “diversity management” to “inclusion” (Brimhall & Mor Barak, 2018; Combs et al., 2019; Chung et al., 2020). Therefore, inclusion is considered as an important research topic that has been attracting the attention of scholars (Ferdman & Deane, 2014; Chung et al., 2020). It refers to “the psychological experience of feeling accepted and treated as an insider by others in the workplace, while maintaining one’s uniqueness” (Cottrill et al., 2014, p. 277). This indicates that inclusion occurs when employees feel they are attached to and share a bond with others in their organization, when they have equal access to organizational knowledge and when they are allowed and even encouraged to participate in and contribute to organizational decision-making (Mor Barak, 2011; Tang et al., 2017). Similarly, Roberson (2006, p. 217) claims that it is “the removal of obstacles to the full participation and contribution of employees in organizations”. This way, employees become comfortable and at ease in sharing their thoughts with other co-workers (Brimhall & Mor Barak, 2018).

Inclusion was first tackled in an educational context, such as in the work of Gilhool (1989). Later on, it was studied in a social framework examining individuals’ interpersonal relationships with others (Crawford, 2004) and their equal participation in community (Phillipson et al., 2004). This type of inclusion is usually studied in social work and social psychology (Shore et al., 2011). Subsequently, inclusion evolved in literature as researchers began to consider it in an organizational context around the 2000s (Mousa et al., 2020). Until this day, the concept of inclusion has not been studied to the fullest and many studies regularly recommend its further examination (Chung et al., 2020; Leroy et al., 2021).

*Diversity* and *Inclusion* are usually interchangeably used terms. However, they are two distinct concepts. Diversity refers to attributes that exhibit the differences among individuals (Triandis et al., 1994). There exist two types of diversity: (1) surface-level diversity, which refers to the physical attributes that can be easily seen by people such as age, gender and ethnicity and (2) deep-level diversity, which refers to the attributes that require efforts to be properly identified such as personality, values and thinking style (Jansen & Searle, 2021). Taking differences as a common factor, diversity helps in recognizing the differences among individuals (Patrick & Kumar, 2012) whereas inclusion refers to the organizational efforts in embracing and welcoming those differences through policies and procedures (Tang et al., 2017; Bultin, 2021). Therefore, it can be said that diversity is the “what” and inclusion is the “how”. To put it simply, Tapia (2009, p. 12) declares “Diversity is the mix. Inclusion is making the mix work”.

Furthermore, diversity can be a two-edged sword with both advantages and disadvantages (Shore et al., 2011; Mor Barak et al., 2016; Shore et al., 2018). However, the role of inclusion comes to prevent the disadvantages of diversity such as discrimination, conflicts and lower cohesion and communication (Shore et al., 2018) and at the same time to help diversity produce more positive and beneficial organizational consequences (Qu et al., 2021). The International Labour Organization (2019) as well as Le et al. (2021) stress on the importance of fostering inclusion in today’s organizations taking into account that millions of employees worldwide still suffer from discrimination at work. As a summary, diversity and inclusion go together: First, managers must have a diverse workforce consisting of different generations, ages, ethnicities, sexual orientations... then, they must play a role in fostering inclusion through their practices and processes. Tang et al. (2017, p. 42) agree by indicating “valuing diversity is the foundation of inclusive practices and culture”.

Therefore, inclusion refers to allowing and supporting employee contributions in critical and noncritical organizational activities. For instance, some organizational practices to ensure employees’ inclusion are demonstrated by increasing their autonomy, supporting their ideas and providing them with challenging and meaningful tasks (Den Hartog et al., 2007). Moreover, Qu et al. (2021, p. 804) mention that such practices emphasize the “presence, participation, safety, voice, authenticity, equity and equality for people across multiple identity groups”. This means

that when such practices are set within organizations, all employees, irrespective of their levels, departments, seniority years..., would feel they are valued and treated fairly.

To add more, there are two approaches to inclusion: *the organizational approach* which examines inclusion from the bigger picture considering the culture, processes and practices and *the individual approach* regarding each individual's perceptions and feelings of being included and treated fairly (Tang et al., 2017). As for its dimensions, inclusion is a two-dimensional construct having belongingness and uniqueness as distinct dimensions.

When exploring inclusion, it is fundamental to tackle the Social Identity Theory (Tajfel, 1982) which states that individuals seek to create bonds and connections with people they feel similar to and with which they belong. This could be also seen in the organizational context in which employees work together in groups to achieve common goals. This way, they can feel they belong to the group and that the group helps them form their own social identity. Therefore, they feel they are accepted and will consequently sense that they are included and valued (Shore et al., 2011). It is important to mention that the Social Identity Theory mainly focuses on the belongingness dimension and disregards uniqueness, as opposed to the Optimal Distinctiveness Theory that tackles them both (Brewer, 1991). Many theories and models in literature have mainly emphasized the belongingness dimension (Shore et al., 2011). In the same manner, Chaudhry et al. (2021, p. 4) call uniqueness the understudied dimension and emphasize its importance as “it brings novelty to the workplace”.

According to the ODT theory, individuals have two needs that must be balanced, a need for belongingness defined as “human needs for validation and similarity to others” and a need for uniqueness described as “a countervailing need for uniqueness and individuation” (Brewer, 1991, p. 477). Moreover, Belongingness occurs when individuals have similar characteristics to those of the group members and consequently, tend to feel more accepted. This need can be satisfied when organizations allow their participation in decision-making processes (Qu et al., 2021). On the other hand, uniqueness only occurs when individuals do not show traits that are too similar - or approximately the same - to others in the same group (Snyder & Fromkin, 1980) but rather, have their own distinct characteristics. For instance, some examples of uniqueness could be “I am different than others” (Shore et al., 2011, p. 1264) or when employees “welcome

different approaches” (Qu et al., 2021, p. 802). Hence, when individuals score low on both belongingness and uniqueness, they tend to feel excluded from their work group (Shore et al., 2011). In some situations, the need to belong to a group becomes more salient whereas in other situations, some individuals prefer to emphasize the need to be unique, which implies that one of the two dimensions might become more dominant, depending on the situation. However, individuals will try to balance both needs at all times (Shore et al., 2011).

Considering inclusion’s importance, it is critical to have a clear understanding of the factors and causes that enable its occurrence in organizations. However, many researchers have indicated that although the outcomes and contributions of inclusion have been identified in many studies, its determinants and the factors contributing to it remain unclear and not defined to the fullest (Brimhall et al., 2016; Qu et al., 2021; Workman-Stark, 2021). In their model, Shore et al. (2011) have identified 3 predictors of inclusion: (1) a climate that includes diversity and fair systems, (2) the extent to which leaders’ decisions, strategies and philosophies are focused on inclusion and (3) practices that promote both needs of inclusion: belongingness and uniqueness. To add more, leadership was found to be one of inclusion’s antecedents, especially authentic leadership (Cotrill et al., 2014) and ethical, responsible leadership that consistently responds to society (Mousa & Puhakka, 2019). In addition, some more antecedents of inclusion were shown to be the quality of leader-follower interactions (Brimhall et al., 2016), leader engagement (Brimhall, 2019), a diversity climate and leader inclusiveness (Chung et al., 2020) and organizational justice (Martin & Zyphur, 2021; Workman-Stark, 2021).

Furthermore, empirical research has shown that, in its successful application, inclusion can have major impacts on organizational outcomes. First, it was shown that it can increase employees’ perception of organizational fairness (Findler et al., 2007), reduce conflicts, stereotypes and biases among employees (Nishii, 2013), result in higher employee intention to stay (Shore et al., 2011) as well as result in improved overall organizational profits and performance (Sabharwal, 2014). Moreover, another number of inclusion consequences were identified in the literature such as lower employee turnover levels (Brimhall et al., 2014; Hwang & Hopkins, 2015), higher job performance (Shore et al., 2011; Ohunakin et al., 2019; Chung et al., 2020), job satisfaction (Shore et al., 2011; Brimhall et al., 2014; Hwang & Hopkins, 2015; Ohunakin et al., 2019) and organizational commitment (Mor Barak, 2000; Shore et al., 2011; Hwang & Hopkins, 2015; Chen

& Tang, 2018; Shore et al., 2018). Moreover, it was also demonstrated that inclusion can lead to employee engagement and self-esteem (Gonzalez & Denisi, 2009; Vakalahi, 2012; Goswami & Goswami, 2018). More importantly, inclusion does not only affect the organization's employees, managers and environment, but also the society and the community in which the inclusive organization operates, through Corporate Social Responsibility (CSR) as well as Corporate Social Performance (CSP) activities (Mor Barak & Daya, 2013). More recently, it was demonstrated that inclusive practices can lead to better development and quality of organizational products and services, enhanced organizational ability to attract and retain its human capital (Chung et al., 2020) and can have a high influence on the organization's competitive advantage (Korkmaz et al., 2022).

## **2.2 Employee Well-Being**

Today, how to do things in business have changed. Managers now understand the importance of employees and have realized that they constitute the most important asset as they are unique and cannot be duplicated nor imitated, as opposed to other organizational assets (Gupta et al., 2021). Briefly, it is now understood that organizations can reach their competitive advantage through their employees (Luthans & Youssef, 2004). One of the ways of appreciating employees is managing their well-being and ensuring they are in a good psychological state at work. For instance, this can be done through creating career development plans, training programs and providing employees with work-life balance (Pradhan & Hati, 2019), in order to reach their potential to the fullest (CIPD, 2007). It took today's managers some time to fully realize the importance of well-being and that it is considered as a corporate responsibility (Cvenkel, 2018). They have recognized the value of incorporating employee well-being in their policies when they understood the benefits that it might guarantee them (Pradhan & Hati, 2019) such as achieving the organization's competitive advantage in the long-run (Wright, 2006), improving its sustainability (Zheng et al., 2015) and increasing its profitability against its competitors (Scott & Spievack, 2019). Furthermore, employee well-being is an important topic to study since employees spend the majority of their time at work (Kim et al., 2018). Because of that, they are subject to regular job pressures and demands, which might increase their burnout levels (Haddon, 2018). According to the Mental Health Foundation, 3 in 10 employees will experience a mental health problem yearly as a result of burnout (Haddon, 2018), further stressing on the necessity to look into their well-being.

Employee well-being is considered a relatively new topic that organizations are recently exploring. According to Losada-Otálora et al. (2020, p. 66), it refers to “the result of evaluating the degree to which work provides the employee a feeling of enjoyment and a sense of realization of their human capabilities.”, implying that employees show high levels of well-being when they are in a good psychological state, showing happiness and comfortability (New Oxford Advanced Learner’s Dictionary, 2005). A similar definition by Pradhan & Hati (2019, p. 3) considers employee well-being as “the physical, psychological and emotional health, comfort and happiness of employees”.

Employee well-being has drastically evolved over the years. Early researchers first studied the negative aspect of well-being which is un-well-being (Huhtala & Diehl, 2007) and then shifted to explore its positive aspect. Later on, it was seen in the context of employees’ health and safety, i.e.: their illnesses, diseases and injuries. However, it has grown to currently include the psychosocial and physical aspects of employees (Miller, 2016). Until this day, literature does not specify one standard way to study employee well-being (Zhong et al., 2019). For example, some study the overall, general employee well-being, while others study one, a combination and/or all of its dimensions, which implies that researchers have failed to agree on one definition of EWB and on what it includes (Nabawanuka & Ekmekcioglu, 2021).

According to Tuzovic and Kabadayi (2021), earlier research included mental health and stress in employee well-being such as in the works of Danna and Griffin (1999) and Hayman (2010). However, with time and as more researchers tackled and explored it, employee well-being became a multidimensional concept. According to the model developed by Pradhan & Hati (2019), the first dimension is *Psychological Well-being (PWB)*, which refers to how individuals perceive their own life and the experiences they go through during it. Some of what this dimension includes is self-acceptance, purpose in life and personal growth (Ryff & Keyes, 1995; Page & Vella-Brodrick, 2009; Pradhan & Hati, 2019). For instance, individuals can score high on this dimension if they can manage their responsibilities in an effective way. In addition, *Social Well-being (SWB)* is defined as “the positive state of our relationships, our social stability and social peace” (Pradhan & Hati, 2019, p. 12). Therefore, it indicates how much individuals perceive that they are socially attached to their society and community. Some of the items in this dimension are social acceptance and social integration (Pradhan & Hati, 2019). One example of

this dimension can be the extent to which individuals share their thoughts and ideas with others. Moving forward with the third dimension, which is *Workplace Well-Being (WWB)*, it refers to elements in the workplace which enable employees to be in a good psychological state and therefore be satisfied at work. According to Pradhan and Hati (2019), such elements could be work-life safety, employee growth and work climate. To elaborate more on this idea, WWB could be seen when employees feel that their employer appreciates and values them. Finally, *Subjective Well-Being (SBB)* refers to when and how individuals evaluate their overall satisfaction and status in life, both positively and negatively. An example of SBB is “Mostly I feel happy” (Pradhan & Hati, 2019, p. 12).

Previous research has classified employee well-being based on two approaches: Hedonism and Eudaimonism. According to Islam & Amin (2021), *Hedonism* entails satisfaction and the pleasures of life, which implies that individuals feel satisfied and happy because of satisfying their pleasures. This could be explained through the idea that humans always look for something to satisfy their needs as they continuously feel empty (Tooby & Cosmides, 1992). This approach entails subjective well-being. On the other hand, eudaimonic well-being occurs to individuals as an outcome of achieving their potential, purpose and meaning in life, such as achieving a challenging goal and experiencing feelings of accomplishment. This approach includes psychological well-being.

Since the concept of well-being is relatively recent, however of high importance, it is essential to tackle its antecedents in the workplace. To begin with, earlier research has shown that emotional intelligence (Salovey et al., 1995; Duran et al., 2004; Carmeli et al., 2009) as well as providing employees with flexibility in their work schedules (Hayman, 2010; Grote & Guest, 2017) could serve as EWB’s predictors. Moreover, employees’ recovery and betterment process after undergoing stressful work duties could also positively feed into their well-being (Sonnentag et al., 2017). In addition, organizational justice (Le et al., 2016; Hsu et al., 2019), work engagement, career adaptability (Yang et al., 2019) as well as psychological capital (Culbertson et al., 2010; Avey et al., 2010; Kim et al., 2018) were also shown to be predictors of employee well-being. To add more, leadership was also linked to EWB, precisely perceived ethical leadership (Kalshoven & Boon, 2012; Ahmad et al., 2020) and transformational leadership (Samad et al., 2021). Furthermore, a body of researchers have demonstrated a link between

effective human resource management (HRM) policies and procedures in which we involve employees in decision-making and EWB (Kowalski & Loretto, 2017; Guest, 2017; Cooper et al., 2019; Ho & Kuvaas, 2019; Oliveira et al., 2020). Finally, a flowing organizational trust leads to a healthy bond between managers and employees, which could result in the latter expressing feelings of joy and enthusiasm (Oliveira et al., 2020), hence, higher levels of well-being.

On the other hand, many factors can contribute to the decrease of employees' well-being levels. For example, an unbalanced work-family relationship could result in stress, anxiety, emotional exhaustion and burnout (Sonnentag et al., 2010), which will negatively affect employees' well-being. In addition, overtime work and work intensity (Avgoustaki & Frankort, 2019), being exposed to workplace bullying (Ahmad et al., 2020) as well as operating in a toxic environment (Rasool et al., 2021) could also lead to lower employee well-being levels. Moreover, Losada-Otálora et al. (2020) mention in their study that interpersonal conflict - which is when one perceives a difference between his/hers and others' opinions on relatively important matters (De Dreu & Gelfand, 2008)- can negatively impact employees' well-being. Furthermore, some consider that working from home during the covid-19 pandemic has backfired on their mental health. For example, Carnevale and Hatak (2020) mention that it has negatively affected employees' work-family balance as they were faced with irregular work hours and were overwhelmed with many family and work responsibilities at once.

It is of extreme importance to tackle employee well-being as a concept due to its popularity and influence in the 21st century's business world. EWB does not only affect employees but also their managers and society as a whole (Deloitte, 2017) and is believed to be linked to many organizational outcomes. First, when employees are in a good mental and physical state, they tend to become more satisfied at work (Pradhan et al., 2017; Samad et al., 2021), exhibit better performance (Yan et al., 2020) and productivity levels (Investors in People, 2017; Roemer & Harris, 2018; Isham et al., 2020). In addition, employees' engagement at work (Panneerselvam & Raya, 2017; Rasool et al., 2021) as well as their organizational commitment (Akhtar et al., 2017) could also be considered outcomes to employees' comfortability and satisfaction. To stress more about the importance of employees' well-being, it is essential to show that negative organizational outcomes occur in its absence. Employees who show low well-being levels tend to be less motivated as well as tend to show higher levels of absenteeism and turnover

(Aboobaker et al., 2021). Akhtar et al. (2017) also demonstrated the negative relationship between employee well-being and turnover. More interestingly, it was demonstrated that lack of employee well-being can lead to financial and non-financial loss for organizations (Pradhan & Hati, 2019), providing further support to our argument that employees' well-being can contribute to organizations' success.

## **2.3 Organizational Citizenship Behavior**

Another important individual outcome that affects organizational performance is Organizational Citizenship Behavior (OCB) (Gusmão et al., 2018). Organizational Citizenship Behavior refers to the behaviors in which employees engage that do not fall in their regular duties but rather are beyond what is required of them (Danish et al., 2014). In such cases, employees not only perform their assigned duties but also go the extra mile and contribute to help and assist their co-workers, customers, managers and even their whole organization. In the same manner, Aeknarajindawat and Kittisak (2020, p. 491) claim that such behaviors are “supplementary business connected practices which go well beyond the standard obligations recommended by their sets of responsibilities or restrained in official valuations”. Some concrete examples of OCB, according to Wijaya et al. (2020), are: helping new commers in getting familiar with the work environment of the organization, helping colleagues in catching up on work during their days of absenteeism, staying after working hours and spreading a good image and reputation of the organization.

The concept of OCB was first introduced by a researcher called Organ, in 1983 in his work with Smith and Near (1993). From that period, literature has been, and still is, bombarded with thousands of studies done by researchers who show their interest in the topic of OCB. Later on, Organ (1988, p. 4) established the first definition of OCB, which is “individual behavior, that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” Since then, most of the researchers rely on this definition when tackling the concept of OCB.

To elaborate more, employees' citizenship behaviors tend to be optional and employee-initiated (Mousa et al., 2020) and not written in organizations' policies or procedures for employees to see and follow (Jones, 2010; Shanker, 2018). Employees who engage in such behaviors are called “good soldiers” (Bolino, 1999, p. 82) and are seen as fundamental and key assets for organizations (Baeza & Wang, 2015). As a summary, when employees score high on OCB, they

would be behaving “selflessly, coherently and altruistically at the workplace” (Yorulmaz & Karabacak, 2021, p. 266).

Moreover, Shore & Wane (1993) argue that employees who exert high levels of effort as a means to help others, do not do it with the purpose of getting rewarded in return, tangibly or intangibly, nor to avoid being punished at work. Kehoe and Wright (2013) also confirm that employees’ citizenship behaviors are not dependent on organizations’ rewards. As there is no direct link between OCB and reward systems, it is clear to see that employees engage in such behaviors voluntarily, on their own and “without expecting anything in return” (Bizri, 2018, p. 235). Similarly, from the organizations’ perspective, Turnipseed and VandeWaa (2020) state that they do not reimburse any direct labor cost for employees who engage in citizenship behaviors.

At the same time, Wayne et al. (1997) indicate that as a form of social exchange, when employees perceive that they are being treated as insiders and feel appreciated for the distinct contributions they make for the organization, they tend to be motivated to enhance their performance and increase their citizenship behaviors. Briefly, citizenship behaviors are a result of individual values and beliefs and are voluntary. However, organizations could further motivate employees to engage in OCB through some factors in their environments, as a form of social exchange. To explain more, even if such factors are available in organizations and the employee does not show personal traits that support OCB, this employee will not demonstrate citizenship behaviors.

According to Williams and Anderson (1991), there are two types of organizational citizenship behaviors. First, behaviors towards the organization called OCB-Organization (OCB-O) which benefit the whole organization and improve its whole functioning such as “gives advance notice when unable to come to work” (p. 601), or “adherence to informal work rules” (Singh et al., 2019, p. 793). The second type of behaviors are done towards individuals called OCB-Individual (OCB-I) that are beneficial for specific individuals, such as helping an absent co-worker with missed tasks (Williams & Anderson, 1991). According to Irmawati and Retnawati (2018), OCB-O has direct effects on the organization while OCB-I also contributes to the organization, but indirectly.

Many early studies in literature have claimed that OCB is a multi-dimensional concept, such as Organ (1988), Graham (1989), Podsakoff et al. (1990) and Moorman and Blakely (1995).

Shedding light on the work of Organ (1988), this researcher has defined five dimensions of OCB, which are Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue. *Altruism* can be seen as the voluntary behaviors done by an employee for the sake of helping other employees, whereas *Conscientiousness* occurs when an employee is conscientious, responsible and requires less supervision from his/her manager (Podsakoff & Mckenzie, 1997). For instance, not taking a break in order to complete his/her assigned tasks (Allison et al., 2010). The third dimension, *Sportsmanship*, which refers to the ability of employees to bear, handle and overcome any minor inconvenience at work, without complaints or accusations; i.e.: “making the best of a situation” as defined by Turnipseed and VandeWaa (2020, p. 285). Another OCB dimension is *Courtesy*, which refers to acting in ways that help in preventing and avoiding the occurrence of conflicts. Lastly, *Civic Virtue* occurs when employees are actively involved, committed to and participative in organizational activities (Podsakoff et al., 1990), such as “putting the interests of their organization over their own interests” (Yorulmaz & Karabacak, 2021, p. 266). As a summary, sportsmanship, civic virtue and conscientiousness can be easily distinguished among employees, as opposed to altruism and courtesy (Shanker, 2018). To combine OCB’s dimensions with its types, Williams and Anderson (1991) have classified Altruism and Courtesy as part of OCB-I while Conscientiousness, Civic Virtue and Sportsmanship as part of OCB-O.

In order to understand the reasons employees voluntarily help others, it is fundamental to explore OCB’s antecedents. First, it was found that job satisfaction (Organ & Ryan, 1995; Singh & Singh, 2019) as well as organizational commitment (Organ & Ryan, 1995; Utami et al., 2021) could play a role in employees’ OCB. In addition, Shapiro et al. (2004) claim that perceived organizational justice, trust and perceived organizational support could also be factors leading to OCB. Han et al. (2019) also confirmed the relationship between perceived organizational support and OCB. Moreover, personality traits have been shown to be predictors of citizenship behaviors. For example, Udin and Yuniawan (2020) have found a positive relationship between the Big-5 personality traits (extraversion, agreeableness, openness, conscientiousness, and neuroticism) and OCB, similar to the earlier study of Organ et al. (2006) who have also found the same relationships, particularly between conscientiousness and OCB. As for leadership styles, studies in literature were able to demonstrate that transformational (Khaola & Rambe, 2020), transactional (Zabihi et al., 2012 & Daouk et al., 2021) as well as strategic leadership

(Gusmão et al., 2018) have been shown to be determinants of OCB. Continuing with more recent studies, employee engagement (Geng et al., 2016), goal clarity (Caillier, 2016), employee motivation (Joo & Jo, 2017) - and specifically extrinsic motivation (Shaaban, 2018) -, employee empowerment (Li et al., 2017), emotional intelligence (Turnipseed, 2018), organizational learning (Gusmão et al., 2018) and ethical work climate (Teng et al., 2020) were all found to be predictors of OCB. In addition, organizational climate (Maamari & Messarra, 2012) and more specifically, supportive organizational climate (Sen & Elmas, 2015) have been demonstrated to serve as important predictors of OCB.

As explained earlier, many researchers and scholars have shown high levels of interest in OCB because of its huge importance in the workplace and influence on enhancing and developing organizations. Referring to earlier studies, OCB was shown that it can help companies in increasing the productivity of both employees and managers, increasing the organization's ability to attract and retain employees (Podsakoff & MacKenzie, 1997) as well as increasing their adaptability levels to dynamic environments (Podsakoff et al., 2000). Moreover, helping other employees in their tasks and duties could feed into sharing the knowledge and information across the whole organization (Jones & George, 2007). Along with that, Podsakoff et al. (2009) mention that it can also lead to reduced turnover intention, employees' actual turnover, as well as their absenteeism levels. Moreover, OCB can lead to enhanced workplace socialization and lower burnout levels in employees (Kumar et al., 2016), better employee satisfaction (Indarti et al., 2017), better team efficiency (Koopman et al., 2016) and enhanced overall organizational performance (Tai et al., 2012; Harikaran & Thevanes, 2018; Gusmão et al., 2018). Additional outcomes of OCB could include enhanced customer satisfaction (Yildiz & Hiwa, 2020), improved individual performance (De Geus et al., 2020), better quality of employee work-life and lower work overload (Wang et al., 2021). Furthermore, OCB has been linked to improving the whole organizational functioning (Jiang et al., 2017) and organizational effectiveness (Kumari and Thapliyal, 2017; Mousa et al., 2020). Although OCB was shown to be beneficial with positive outcomes, it is, however, also important to mention that excessive OCB can result in negative outcomes (Wang et al., 2021). Examples of such negative outcomes could be emotional exhaustion (Cropanzano et al., 2003; Deery et al., 2016), work-family problems (Bakker et al., 2004; Deery et al., 2016), low levels of task performance (Rapp et al., 2013) and increased employee stress levels and turnover intention (Bolino et al., 2013).

## **Chapter Three**

### **Hypothesis Development and Conceptual Framework**

#### **3.1 Theoretical background and Hypothesis development**

##### **Inclusion and OCB**

In an environment characterized with diverse employees who are all unique and at the same time feel they belong to their organization, they feel more encouraged to go beyond what is expected of them and to help their coworkers and other stakeholders as well (Shore et al., 2011). Similarly, and more recently, Chung et al. (2020) have demonstrated that work group inclusion can also lead to employees' helping behavior. Moreover, Hanh Tran and Choi (2019) claim that inclusive leadership can lead to employees' OCB through the social exchange theory (Blau, 1964): when employees perceive that their organization is treating them favorably, they tend to behave in ways that would feed into the benefit of the organization. Further tackling inclusive leadership, Randel et al. (2018) claim that it can lead employees to engage in extra-role behaviors.

As per Chung et al. (2020), inclusion is a construct that includes two dimensions: Belongingness and Uniqueness, based on the Optimal Distinctiveness Theory (ODT) (Brewer, 1991). Employees feel they belong to their workgroup and organization when they perceive that they have similar traits and characteristics to those of their colleagues, such as attaching a bond with co-workers (Leroy et al., 2021). Whereas Uniqueness occurs when individuals do not show traits and characteristics that are too similar - or approximately the same - to others in the same group (Snyder & Fromkin, 1980), meaning that they "want to retain a certain level of differentiation" (Leroy et al., 2021, p. 5) and stay different from others. Therefore, inclusion occurs when employees feel they belong with other members of the organization but when they also have their unique ideas and perspectives, at the same time (Shore et al., 2011). Dysvik et al. (2013) have found in their study that the higher an employee's sense of belongingness in the organization, the higher chances of this employee to engage in behaviors that further help the organization in

meeting its objectives. In the same manner, Kyei-Poku (2014) claims that employees' sense of belongingness that is linked to interactional fairness, can further encourage employees to engage in helping behaviors. To explain more, when employees perceive that they are being treated fairly in the organization as compared to others, their sense of belongingness increases, which in turn, will encourage them to go beyond their duties and help others. In addition, when employees feel they are insiders and that they share a connection with the organization's members, they tend to behave in ways positively influencing the organization (Chiniara & Bentein, 2016; Kyei-Poku & 2020).

Both early and recent research have found that effectively managing diverse employees and their unique traits and characteristics can play an important role in how such employees behave at work. This means that effectively managing their uniqueness and differences can serve as a predictor to their engagement in citizenship behaviors (Milliken & Martins, 1996; Mor-Barak et al., 1998; Mor-Barak & Levin, 2002; Tamunomiebi & Onah, 2019). In addition, Borman et al. (2001) have found that employees' differences in their personality traits could have an effect on their OCB levels. Moreover, Wayne et al. (1997) explain this relationship as a form of social exchange. When employees perceive that they are being treated as insiders and at the same time feel appreciated for their uniqueness and distinct contributions, they tend to feel obliged, as a result, to enhance their performance and increase their citizenship behaviors. In addition, this study argues that when employees embrace their unique traits and use them as strengths that help them in their work duties, they tend to go beyond their job requirements and perform tasks that are not part of their duties only, but that would aid the organization as well. For instance, an employee who approaches things in a unique and a different way than others, can be encouraged to go beyond his/her job duties and help his/her coworkers through the unique traits and skills that he/she has and that others do not. Therefore, we formulate that:

***H1a: Belongingness is positively related to Organizational Citizenship Behavior.***

***H1b: Uniqueness is positively related to Organizational Citizenship Behavior.***

## **Inclusion and Employee Well-Being**

As mentioned earlier, both Inclusion and EWB are important and recent concepts in today's literature. Appau et al. (2019) have found that social integration and inclusion has a positive effect on people's mental health and well-being. When it comes to the workplace, Le et al. (2018) have discovered that when employees perceive that justice is prominent in their organization, especially procedural and distributive justices, organizational inclusion can have a positive indirect impact on employees' affective states and mental health. Going back to the late 2000s, Findler et al. (2007) have claimed that the extent to which organizations manage the inclusion-exclusion ratio in their workforces as well as ensure of providing social support to employees can reduce their workplace stress and anxiety, which can feed into their improved mental and affective states.

According to Chan (2016), workplace belongingness can enhance employees' satisfaction and engagement, which could indirectly feed into their well-being. In addition, Coissard et al. (2017) argue that employees' belongingness can decrease their psychological stress through lowering their emotional burnout and lack of self-fulfillment. The more they belong to their work group, the lower their tendencies to show burnout levels and lack of self-fulfillment. This negative association between belongingness and psychological distress was also identified by Shakespeare-Finch and Daley (2017). Similarly, Waller (2020, p. 6) claims that a sense of not belonging to the team and organization can have a negative impact on employees' "sense of self, emotion, and cognition" as well as on their performance.

When it comes to Uniqueness, Berger et al. (1980) and Tajfel and Turner (1986) have demonstrated that low levels of uniqueness could lead to poor psychological well-being. In addition, Mengers (2014) argues that when employees embrace their uniqueness and authenticity, they tend to show better levels of well-being. More recently, van Dijk et al. (2017) argue that a diverse workforce with unique perspectives can increase team members' communication and discussions on performance-related tasks, which might decrease potential stereotypes and therefore increase the members' well-being. In addition, Hitlan et al. (2006) have found that organizational exclusion can lead male employees to experience more harmful psychological well-being, than female employees. Therefore, this current study aims at examining if the opposite can

be true: investigating whether organizational inclusion can lead to positive employee well-being. Therefore, we propose that:

***H2a: Belongingness is positively related to Psychological Well-being.***

***H2b: Belongingness is positively related to Social Well-being.***

***H2c: Belongingness is positively related to Workplace Well-being.***

***H2d: Belongingness is positively related to Subjective Well-being.***

***H2e: Uniqueness is positively related to Psychological Well-being.***

***H2f: Uniqueness is positively related to Social Well-being.***

***H2g: Uniqueness is positively related to Workplace Well-being.***

***H2h: Uniqueness is positively related to Subjective Well-being.***

### **Employee Well Being and OCB**

When employees show high levels of comfortability and happiness and when they are at ease at work, they would be showing high levels of well-being (Ali et al., 2018). Thoresen et al. (2003) mention that well-being helps employees to perceive work attitudes and behaviors more positively. Similarly, Paul et al. (2019) claim that employees tend to engage in positive behaviors at work, as a form of reciprocity, when they perceive that their organization looks after their well-being. Moreover, Huang et al. (2021) argue that employees' mood has a noticeable influence on how they behave. Their feelings and emotions can serve as a trigger that pushes them to go beyond their duties in order to help their coworkers and their organization (Ali et al., 2018).

In order to complement existing literature, this paper aims at studying the impact of all dimensions of EWB on OCB. Starting with psychological well-being (PWB), it refers to the way individuals perceive their life and the extent to which they can manage their responsibilities effectively (Pradhan & Hati, 2019). According to Devonish (2016), employees tend to increase

their engagement in prosocial behaviors when they experience high levels of psychological well-being. Moreover, Alshahrani and Iqbal (2021, p. 302) claim that “happy employees are more likely to go the extra mile for their organization”.

The second dimension of employee well-being is Social Well-being (SWB), which designates the extent to which individuals perceive that they are socially attached to their society and community and the extent to which they make and engage in relationships with others. It includes social acceptance and social contribution (Pradhan & Hati, 2019). One example of this dimension can be how much individuals share their thoughts and ideas with others. As opposed to the other dimensions of EWB, very limited studies have been made to investigate the relationship between SWB and OCB. In fact, Kazemi (2017, p. 46) claims that researchers have neglected the “social nature of well-being”. This paper argues that when employees easily interact with others in the organization, feel socially accepted and are comfortable with them, their engagement in helping behaviors is more likely to increase, especially in citizenship behaviors.

The third dimension, Workplace Well-Being (WWB), refers to elements in the workplace that enable employees to be in a good psychological state and therefore be satisfied at work. According to Pradhan and Hati (2019, p. 12), such elements could be “work-life safety, employee assistance, employee growth, work facilities and environment, work climate”. Moreover, Bartels et al. (2019) have determined that the overall employee well-being construct is linked to key organizational factors such as OCB. According to Duan et al. (2019), proactive helping behaviors in the organization can be a predictor to employees’ workplace well-being: when employees proactively achieve their own tasks, they are then encouraged to proactively help their coworkers in their respective tasks, which can lead them to experience positive workplace mood and emotions. Since the relationship between prosocial helping behaviors and employees’ well-being has been examined, the current study aims to examine whether the opposite is true, which means whether workplace well-being might have a positive effect on employees’ helping behaviors, especially OCB.

Finally, Subjective Well-Being (SBB) refers to how individuals evaluate their status in life, both positively and negatively and how they perceive their overall satisfaction (Deci & Ryan, 2008). An example of SBB is “Mostly I feel happy” (Pradhan & Hati, 2019, p.12). It is argued that

when employees have an overall positive evaluation of their life, they tend to go beyond their assigned duties in order to help others (Muzaki & Anggraeni, 2020). In addition, Paul et al. (2019, p. 1279) argue that overall subjective well-being of employees “provide positive stimuli which may subsequently result in positive work attitude and behaviors”.

Hence, we hypothesize that:

***H3a: Psychological Well-being is positively related to Organizational Citizenship Behavior.***

***H3b: Social Well-being is positively related to Organizational Citizenship Behavior.***

***H3c: Workplace Well-being is positively related to Organizational Citizenship Behavior.***

***H3d: Subjective Well-being is positively related to Organizational Citizenship Behavior.***

### **Employee Well-Being as a mediator**

Individuals feel included in a group or an organization when they show feelings of similarity with other members and therefore establish a special bond together (belongingness), and when they also feel valued for their own unique characteristics and perspectives (uniqueness) (Shore et al., 2011). It is argued that when employees experience low levels of belongingness and of uniqueness, therefore low levels of inclusion, they tend to show psychological distress and poor psychological well-being (Coissard et al., 2017 and Tajfel and Turner, 1986, respectively). This, in turn, will negatively affect their mood and satisfaction until they start experiencing emotional burnout and depression (Sonnentag, 2018). Therefore, when employees do not feel they are included in their organization, hence feel excluded, they tend to show low levels of well-being.

Furthermore, employee well-being can be seen as an antecedent to extra role-behaviors such as OCB (Davila & Finkelstein, 2013). This supports the concept that the higher the levels of well-being, the higher the possibility of employees engaging in helping behaviors: when employees feel at ease and happy at work, they are more likely to go beyond their job duties and engage in behaviors that are beneficial to the organization such as OCB. Similarly, Paul et al. (2019) claim

that employees, as a form of reciprocity, tend to engage in positive workplace behaviors when they perceive that their organization looks after their well-being.

Furthermore, inclusion can lead to job satisfaction (Hwang & Hopkins, 2015; Brimhall et al., 2014) and organizational commitment (Chen &, 2018; Shore et al., 2018) which are “happiness-related constructs” implying positive well-being of employees (Khoreva & Wechtler, 2018, p. 232). Job satisfaction and organizational commitment were also identified to be predictors of OCB by Singh and Singh (2019) and Utami et al. (2021), respectively. In addition, since work group inclusion has been linked to employees’ helping behavior (Chung et al., 2020; Hanh Tran & Choi, 2019), it can be consequently argued that employee well-being might have a role in affecting the impact of inclusion on OCB. We hypothesize that feelings of uniqueness and belongingness - in other words, inclusion - might have an impact on employees’ citizenship, through their levels of well-being. To further elaborate, the impact of inclusion on OCB will be facilitated by employee well-being. Therefore, this study aims to test the extent to which employee well-being serves as a mediator between inclusion and OCB:

***H4a: Psychological Well-being mediates the relationship between Belongingness and OCB***

***H4b: Social Well-being mediates the relationship between Belongingness and OCB***

***H4c: Workplace Well-being mediates the relationship between Belongingness and OCB***

***H4d: Subjective Well-being mediates the relationship between Belongingness and OCB***

***H4e: Psychological Well-being mediates the relationship between Uniqueness and OCB***

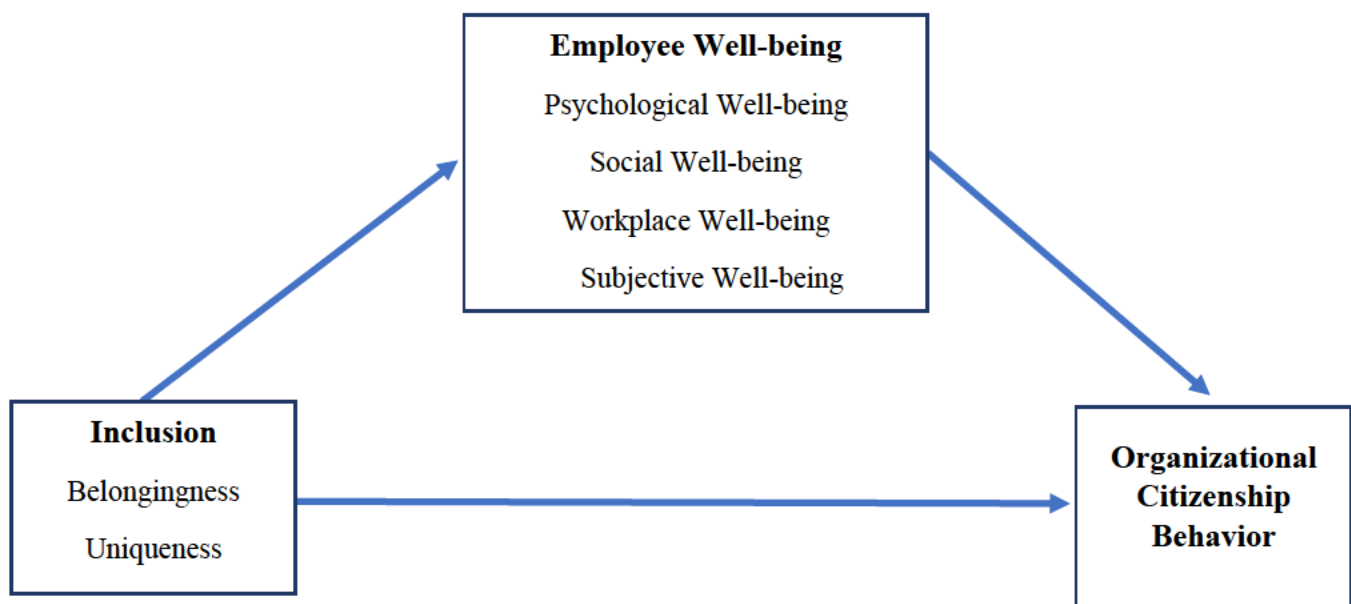
***H4f: Social Well-being mediates the relationship between Uniqueness and OCB***

***H4g: Workplace Well-being mediates the relationship between Uniqueness and OCB***

***H4h: Subjective Well-being mediates the relationship between Uniqueness and OCB***

### 3.2 Conceptual framework

Research findings and the hypotheses formulated earlier regarding Inclusion, Employee Well-being and Organizational Citizenship behavior, are presented in this study's conceptual model depicted in Figure 1. Therefore, this model shows the interlinkages between the variables of interest. As a summary, our model suggests that employee well-being mediates the relationship between inclusion and OCB.



**Figure 1: Conceptual model**

# **Chapter Four**

## **Methods**

This chapter consists of a detailed description of the methodology conducted in this study. It includes information about the sample and the data collection process, the questionnaire design and the measures used. This study follows a quantitative approach through which it uses an online questionnaire developed by the researcher and published on “Google Forms”- a free online software on which surveys can be created (Demarest, 2021) - then shared with participants via a link through emails and social media platforms such as LinkedIn. Prior to publishing the questionnaire on “Google Forms” and prior to sending it electronically to participants, the approval of the Institutional Review Board (IRB) of the Lebanese American University (LAU) was obtained to ensure that this study is following the required ethical standards. After this board’s approval, a tracking number was given to the study for follow-up purposes: “LAU.SAS.GD1.1/Dec/2021” and was included in the consent form section of the questionnaire to assure participants of abidance by ethical principles of research. Appendix 1 shows a copy of the IRB approval.

### **4.1 Sample and Questionnaire Design**

A total of 300 questionnaires was distributed, out of which 203 complete questionnaires were obtained reflecting a 67% response rate. Participants were required to be working in any kind of organization or institution, in order to be able to accurately answer the questions. The link of the questionnaire was sent to participants through email and LinkedIn platform. The questionnaire consists of five sections. It begins with a consent form to ensure that participants approve of participating in this study. The consent form describes the study, depicts its purpose, shows the rights and duties of participants as well as concludes with “yes” or “no” buttons to indicate whether they would like to proceed with the study. Section two tackles the demographic characteristics of participants in which they were asked to provide information regarding their demographic characteristics. In addition, sections three till five include questions regarding each

of this study's variables: Inclusion, Employee Well-Being and OCB with each section handling one variable, respectively.

## 4.2 Measures

All items in the below scales were measured based on a five-point Likert scale with 1= "Strongly Disagree" to 5= "Strongly Agree". Appendix 2 shows a copy of the questionnaire used.

*Inclusion:* many researchers, scholars and practitioners such as Mor Barak et al. (1998), Shore et al. (2011), Mor Barak (2011) have developed in their models, several constructs who all fall under the same concept of inclusion, such as "work group inclusion, leader inclusion, perceived organizational inclusion, organizational practices inclusion, and inclusion climate" (Shore et al., 2018, p. 178). At a later stage, these models and inclusion constructs were used in other studies by researchers who have built on them and further developed them such as Chung et al. (2020) and Qu et al. (2021).

In order to measure the independent variable Inclusion, the current study used a 10-item scale from Chung et al. (2020), which relied on the model of Shore et al. (2011). This scale includes two dimensions: Belongingness and Uniqueness, each containing 5 items. A sample of the Belongingness dimension is "I believe that my work group is where I am meant to be" whereas Uniqueness was expressed in "I can share a perspective on work issues that is different from my group members". Pallant (2001) states that a scale is reliable if it reports a Cronbach Alpha above than 0.6. According to Chung et al. (2020), the whole scale of Inclusion is reliable with a Cronbach Alpha 0.976, which is higher than 0.6. In this study, this scale showed a Cronbach alpha of 0.89, providing empirical support to previous studies.

*Employee Well-being:* Many scholars have developed different dimensions of EWB. For instance, Ryff and Keyes (1995) examined psychological, social and emotional well-being whereas Page and Vella-Brodrick (2009) considered the psychological, workplace and subjective well-being as employee well-being's dimensions. The present study focuses on the dimensions covered by Pradhan and Hati (2019) who, after extensive research, have combined and identified four dimensions for employee well-being: psychological, social, workplace and subjective, and have developed an EWB scale that includes 33 items. First, Psychological Well-Being (PWB) includes 10 items, such as "I easily adapt to day-to-day changes of my life and manage my responsibilities

well”, whereas Social Well-Being (SWB) consists of 10 items. An example of an item would be “I love to spend time with my teammates”. The third dimension is Workplace Well-Being (WWB) consisting of 9 items such as “My work achievement often acts as a source of motivation”. The final dimension for EWB is Subjective Well-Being (SBB) that includes the final 4 items. An example is “I feel good about myself”. According to Pradhan et al. (2019), all four dimensions of this scale are valid and reliable. The scale was measured across two phases of time. The Cronbach alpha was first 0.92 and 0.93 the second time. As for this study, this scale showed a Cronbach Alpha of 0.90.

*Organizational Citizenship Behavior:* the dependent variable OCB was measured using the scale developed by Lee and Allen (2002) based on previous studies. Originally, the scale consists of 16 items and is divided into two dimensions: Citizenship behaviors towards other individuals (OCB-I) and citizenship behaviors towards the organization (OCB-O) with each dimension consisting of 8 items. For the sake of this study’s model and in order to examine the impact of inclusion on broad organizational outcomes, OCB was considered on the organizational level. This is why the items referring to OCB-O, which are 8 out of 16, were solely chosen. Sample items include: “I express loyalty toward the organization”, “I take action to protect the organization from potential problems”. According to Lee and Allen (2002), the reported Cronbach’s alpha was .88 and in this study the Cronbach’s alpha was also 0.88.

# **Chapter Five**

## **Data analysis and Results**

This chapter mainly consists of analyzing the data collected from our 203 respondents and demonstrating the results of our model. To effectively analyze the collected data, it was entered into the Statistical Package of Social Sciences (SPSS) program. This chapter includes descriptive analysis of the demographic variables, reliability of the constructs used, correlations among the variables, a regression analysis of the direct relationships as well as of the indirect mediating role of EWB.

### **5.1 Descriptive Analysis**

The sample consists of both females (52.71%) and males (47.29%). The majority of respondents (88.66%) are between the ages of 20 and 29, of the Lebanese nationality (99.51%), single (91.63%), working full-time (87.68%) and in a non-family business (86.70%). The distribution of their education level showed that the respondents mainly hold a bachelor's degree or a master's degree (54.68% and 43.84%, respectively). As for their years of experience, the findings indicate that approximately half of them (52.22%) have less than 3 years of experience while 26.6% have 3 to 6 years, 13.79% have 7 to 10 years, 5.42% have 11 to 15 years and 1.48% have more than 15 years of experience. In addition, the results obtained showed that respondents work in different sectors: services (68.47%), manufacturing (21.68%) and other industries (9.85%). Considering the size of the organizations, 37.93% of respondents reported that their organization has less than 100 employees, 26.60% between 100-500 employees, 11.33% between 500-1,000 and 24.14% reported that their organization has more than 1,000 employees. Finally, results showed that 40.89% are in an entry-level position while 45.32% are in a mid-level and 13.79% have a Senior-Level position. Table 1 shows the demographic variables of the sample.

**Table 1: Descriptive Statistics**

<b>Characteristics</b>		<b>Frequency</b>	<b>Percent</b>
Gender	Male	96	47.29
	Female	107	52.71
Age	20-29	180	88.67
	30-45	23	11.33
Nationality			
Lebanese		203	100.00
Marital Status			
Single		186	91.63
Married		17	8.37
Highest Level of Education			
University/BA/BS Degree		111	54.68
Master's Degree		89	43.84
Doctorate Degree		3	1.48
Years of Experience			
Less than 3 years		107	52.70
3-6 years		54	26.60
7-10 years		28	13.79
11-15 years		11	5.42
More than 15 years		3	1.48
Type of Organization			
Family Business		27	13.30
Non-Family Business		176	86.70
Industry			
Services		139	68.47
Manufacturing		44	21.68
Other		20	9.85
Number of Employees			
Less than 100		77	37.93
100-500		54	26.60
500-1,000		23	11.33
More than 1,000		49	24.14
Nature of Contract			
Full-time		178	87.68
Part-time		25	12.32

Current Position		
Entry-Level	83	40.89
Mid-Level	92	45.32
Senior-Level	28	13.79
Total	203	100.0

## 5.2 Reliability of Constructs

Since the scales used in this study for each of the variables in question Inclusion, EWB and OCB were all based on a five-point Likert scale, Cronbach alpha was used in order to measure the reliability of these variables. According to Pallant (2001), the coefficient alpha must be higher than 0.6 to show levels of reliability. The data obtained shows that all the constructs used are reliable since they all scored a value of the Cronbach Alpha higher than the minimum 0.6. The inclusion scale showed a Cronbach Alpha of 0.89, while its dimensions, Belongingness and Uniqueness showed a Cronbach Alpha of 0.88 and 0.81, respectively. Moving to the second variable, employee well-being, it showed a high reliability ( $\alpha=0.90$ ) while its dimensions psychological, social, workplace and subjective well-being, reported an alpha of 0.67, 0.87, 0.83 and 0.63, respectively. As for the dependent variable OCB showed  $\alpha=0.88$ . Table 2 summarizes the reliability of every scale and its dimensions, where available. Two items of the psychological well-being scale (PSY 2, PSY 3) and 1 item of Subjective well-being (SBB4) were deleted due to the low loading that they showed. The total number of items became 48 items, instead of 51.

**Table 2: Reliability of Constructs**

Variables	Cronbach's Alpha	N of Items
Inclusion	0.89	
Belongingness	.88	5
Uniqueness	.81	5
Employee Well-Being	0.90	
Psychological Well-Being	.67	8*
Social Well-Being	.87	10
Workplace Well-Being	.83	9
Subjective Well-Being	.63	3**
Organizational Citizenship Behavior	.88	8
*2 items of Psychological Well-being (PSY 2 and PSY 3) were deleted due to the low loading that they showed.		
** 1 item of Subjective Well-being (SBB4) was deleted due to the low loading that it showed.		

### 5.3 Correlation

Examining the correlations between inclusion and the dependent variable OCB, results have indicated that the variables are headed in the expected directions: correlations were significant between Belongingness and OCB ( $r=0.296$ ,  $p<0.01$ ) and between Uniqueness and OCB ( $r=0.421$ ,  $p<0.01$ ).

The relationship between Inclusion and EWB is significant as the correlations were positive between belongingness and (1) Psychological Well-Being ( $r=0.315$ ,  $p<0.01$ ), (2) Social Well-Being ( $r=0.693$ ,  $p<0.01$ ), (3) Workplace Well-Being ( $r=0.713$ ,  $p<0.01$ ) and (4) Subjective Well-Being ( $r=0.426$ ,  $p<0.01$ ). Positive relationships were also reported between Uniqueness and Psychological Well-Being ( $r=0.360$ ,  $p<0.01$ ), Social Well-Being ( $r=0.592$ ,  $p<0.01$ ), Workplace Well-Being ( $r=0.535$ ,  $p<0.01$ ) and Subjective Well-Being ( $r=0.392$ ,  $p<0.01$ ).

Correlations between EWB's dimensions and the dependent variable OCB were also reported as significant. Results show that Psychological Well-Being significantly correlates with OCB ( $r=0.495$ ,  $p<0.01$ ), similarly to Social Well-Being and OCB ( $r=0.448$ ,  $p<0.01$ ), Workplace Well-

Being and OCB ( $r=0.395$ ,  $p<0.01$ ) and Subjective Well-Being and OCB ( $r=0.413$ ,  $p<0.01$ ). Table 3 below summarizes the correlations of all the variables of this study.

**Table 3: Correlations of Variables**

Serial #	Variables	M	SD	N	1	2	3	4	5	6	7
1	OCB	4.1084	0.46807	203	1	.495**	.448**	.395**	.413**	.296**	.421**
2	PWB	4.2209	0.39008	203	.495**	1	.427**	.484**	.501**	.315**	.360**
3	SWB	3.869	0.66271	203	.448**	.427**	1	.580**	.421**	.693**	.592**
4	WWB	4.0419	0.64733	203	.395**	.484**	.580**	1	.496**	.713**	.535**
5	SBB	3.8892	0.60477	203	.413**	.501**	.421**	.496**	1	.426**	.392**
6	INCBELON	4.0631	0.70329	203	.296**	.315**	.693**	.713**	.426**	1	.639**
7	INCUNIQ	4.0382	0.59553	203	.421**	.360**	.592**	.535**	.392**	.639**	1

**Note(s):** \*\* Correlation is significant at the 0.01 level (2-tailed); N= Sample Size, M=mean; SD= Standard Deviation; OCB= Organizational Citizenship Behavior; PWB= Psychological Well-being; SWB= Social Well-being; WWB= Workplace Well-being; SBB= Subjective Well-being; INCBELON= Belongingness; INCUNIQ= Uniqueness.

## 5.4. Multiple Regression Analysis

A multiple regression analysis method was used in this study in order to examine the direct effects between the variables of our model as well as to test the indirect mediation effect of EWB between inclusion and OCB.

### 5.4.1 Direct Relationships

To start with the direct relationships, Hypothesis 1 predicted the direct effect of Inclusion on OCB. It was broken down into two sub-hypotheses, each considering one dimension of inclusion. Therefore, H1a predicted the impact of Belongingness on OCB and H1b predicted the impact of Uniqueness on OCB. Table 4 depicts this relationship and confirms that our findings are consistent with our hypotheses, proving that both H1a ( $B=0.20$   $p\text{-value}=0.000$ ) and H1b ( $B=0.33$ ,  $p\text{-value}=0.000$ ) were supported.

Moreover, table 4 also exhibits the results of the direct relationship between inclusion and EWB: H2a speculated the direct impact of Belongingness on PWB, which was supported ( $B=0.18$ ,  $p\text{-value}=0.000$ ). H2b studying the impact of Belongingness on SWB, was also supported ( $B=0.37$ ,  $p\text{-value}=0.000$ ). H2c that tackled the effect of Belongingness on WWB was also supported ( $B=0.37$ ,  $p\text{-value}=0.000$ ). Moreover, the link between Belongingness and SBB was supported in H2d ( $B=0.37$ ,  $p\text{-value}=0.000$ ). Moving to the relationships between Uniqueness and EWB's

dimensions, the relationship between Uniqueness and PWB was significant ( $B=0.29$ ,  $p\text{-value}=0.000$ ), which implies that H2e was supported. Moreover, H2f was significant and assured that Uniqueness has a direct effect on SWB ( $B=0.63$ ,  $p\text{-value}=0.000$ ). Similarly, the relationship between Uniqueness and WWB was shown to be significant ( $B=0.40$ ,  $p\text{-value}=0.000$ ), supporting H2g. In addition, Uniqueness and SBB were shown to be positively related ( $B=0.40$ ,  $p\text{-value}=0.000$ ), which supports H2h. As a result, Hypothesis 2 shows that inclusion can serve as an antecedent to employees' well-being.

To study the impact of EWB on OCB, hypothesis 3 was formulated. Table 4 shows that the results are consistent with our hypotheses concerning the relationships between all dimensions of EWB and OCB. First, H3a that depicts the link between PWB and OCB was demonstrated and supported ( $B=0.52$ ,  $p\text{-value}=0.000$ ). Second, H3b examining the relationship between SWB and OCB was supported ( $B=0.32$ ,  $p\text{-value}=0.000$ ). Third, H3c was also supported and it assured the direct impact of WWB on OCB ( $B=0.40$ ,  $p\text{-value}=0.000$ ). Finally, H3d also demonstrated that there is a direct link between SBB and OCB ( $B=0.32$ ,  $p\text{-value}=0.000$ ).

**Table 4: Direct Effects of Variables**

Direct Effects		Variables	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	T	Sig.
INC → OCB		(Constant)	3.31	.18	.00	17.90	.000
		INCBELON	.20	.04	.30	4.39	.000
		(Constant)	2.77	.21	0	13.51	.000
		INCUNIQ	.33	.05	.42	6.58	.000
INC → EWB	PWB	(Constant)	3.36	.16	.00	20.46	.000
		INCBELON	.18	.04	.31	4.58	.000
		(Constant)	2.94	.18	.00	15.99	.000
		INCUNIQ	.29	.05	.41	6.34	.000
	SWB	(Constant)	2.40	.23	.00	10.61	.000
		INCBELON	.37	.05	.43	6.68	.000
		(Constant)	1.33	.20	.00	6.53	.000
		INCUNIQ	.63	.05	.67	12.70	.000
	WWB	(Constant)	2.40	.23	.00	10.61	.000
		INCBELON	.37	.05	.43	6.68	.000
		(Constant)	2.28	.27	.00	8.48	.000
		INCUNIQ	.40	.07	.39	6.05	.000
	SBB	(Constant)	2.40	.23	.00	10.61	.000
		INCBELON	.37	.05	.43	6.68	.000
		(Constant)	2.28	.27	.00	8.48	.000
		INCUNIQ	.40	.07	.39	6.05	.000
EWB → OCB		(Constant)	1.98	.29	.00	6.84	.000
		PWB	.52	.07	.46	7.41	.000
		(Constant)	2.86	.20	.00	14.64	.000
		WWB	.32	.05	.41	6.44	.000
		(Constant)	2.54	.20	.00	12.69	.000
		SWB	.40	.05	.49	7.90	.000
		(Constant)	2.86	.20	.00	14.64	.000
		SBB	.32	.05	.41	6.44	.000

**Note(s):** INC= Inclusion; INCBELON= Belongingness; INCUNIQ= Uniqueness; OCB= Organizational Citizenship Behavior; EWB= Employee Well-being; PWB= Psychological Well-being; SWB= Social Well-being; WWB= Workplace Well-being; SBB= Subjective Well-being.

### 5.4.2. Mediation Regression Analysis

One of the main objectives of this study is to investigate the mediating effect of EWB between inclusion and OCB i.e., to test the indirect relationship between Inclusion and OCB via EWB. This study conducted a mediation regression analysis using SPSS PROCESS v3.3, model 4 by Andrew F. Hayes (Hayes, 2019). For this study, the confidence intervals were set at 95%.

To measure the impact of EWB between inclusion and OCB, hypothesis 4 was formulated. However, it is of interest to study all dimensions of such variables. Therefore, H4a through H4d predicted whether EWB acts as a mediator between Belongingness and OCB, and H4e through H4h predicted the mediating effect of EWB on Uniqueness and OCB.

First, examining the relationship between Psychological Well-Being, Belongingness and OCB, it was found that Psychological Well-Being partially mediates between Belongingness and OCB ( $c' = 0.5348$ ;  $p = 0.0000$ ;  $\text{BootLLCI} = 0.0465$ ;  $\text{BootULCI} = 0.1480$ ), supporting H4a. Table 5 below depicts these results. Similarly, regarding H4d that examines the relationship between Subjective Well-being, Belongingness and OCB, results depicted in Table 6 below show that Subjective Well-Being partially mediates between Belongingness and OCB ( $c' = 0.2718$ ;  $p = 0.0000$ ;  $\text{BootLLCI} = 0.0527$ ;  $\text{BootULCI} = 0.1484$ ), which means that H4d was supported.

The partial mediations of PWB and SBB between Belongingness and OCB (in H4a and H4d, respectively), indicate that even in the presence of PWB and of SBB, Belongingness still has a direct influence on OCB.

**Table 5: Mediating effect of PWB on Belongingness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
Model	.5161	.2663	.1623	36.3018	2.0000	200.0000	.0000
	coeff	se	t	p	LLCI	ULCI	
constant	1.4311	.3161	4.5274	.0000	.8078	2.0544	
INCBELON	.1033	.0425	2.4336	.0158	.0196	.1871	
Psycho	.5348	.0766	6.9851	.0000	.3838	.6858	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
Psycho	.0934	.0261	.0465	.1480			

**Y: Belongingness, X: OCB, M: PWB**

**Table 6: Mediating effect of SBB on Belongingness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.4339	.1883	.1796	23.1989	2.0000	200.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.6567	.2183	12.1678	.0000	2.2262	3.0873	
INCBELON	.0971	.0469	2.0710	.0396	.0046	.1895	
Subje	.2718	.0545	4.9875	.0000	.1644	.3793	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
SBB	.0996	.0244	.0527	.1484			
Y: Belongingness, X: OCB, M: SBB							

Moreover, Table 7 shows the relationship between Belongingness, OCB and Social well-being. It was found that Social Well-Being fully mediates between Belongingness and OCB ( $c' = 0.3298$ ;  $p = 0.0000$ ;  $\text{BootLLCI} = 0.1207$ ;  $\text{BootULCI} = 0.3261$ ), supporting H4b. It is important to mention that the direct relationship between Belongingness and OCB became insignificant in the presence of Social Well-Being ( $\alpha = -0.0187$ ;  $p = 0.7496$ ), which indicates that SWB fully mediates between Belongingness and OCB.

**Table 7: Mediating effect of SWB on Belongingness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.4480	.2007	.1769	25.1105	2.0000	200.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.9081	.1891	15.3772	.0000	2.5352	3.2810	
INCBELON	-.0187	.0584	-.3196	.7496	-.1337	.0964	
Social	.3298	.0619	5.3258	.0000	.2077	.4519	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
Social	.2154	.0522	.1207	.3261			
Y: Belongingness, X: OCB, M: SWB							

Concerning Workplace Well-Being, Belongingness and OCB, it was found that Workplace Well-Being also fully mediates between Belongingness and OCB ( $c' = 0.2711$ ;  $p = 0.0001$ ;  $\text{BootLLCI} = 0.0859$ ;  $\text{BootULCI} = 0.2554$ ), fully supporting H4c. Table 8 shows these results.

**Table 8: Mediating effect of WWB on Belongingness and OCB**

Model Summary						
	R	R-sq	MSE	F	df1	df2
	.3955	.1565	.1867	18.5476	2.0000	200.0000
						p
						.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.9363	.2006	14.6361	.0000	2.5407	3.3319
INCBELON	.0188	.0616	.3052	.7605	-.1027	.1404
Workpl	.2711	.0670	4.0479	.0001	.1390	.4031
Indirect effect(s) of X on Y:						
	Effect	BootSE	BootLLCI	BootULCI		
Workpl	.1779	.0433	.0859	.2554		
Y: Belongingness, X: OCB, M: WWB						

From the other hand, concerning hypotheses H4e through H4h that examine the mediating effect of EWB between Uniqueness and OCB, it was found that first, PWB partially mediates between uniqueness and OCB ( $c' = 0.4729$ ;  $p = 0.0000$ ;  $\text{BootLLCI} = 0.0606$ ;  $\text{BootULCI} = 0.1808$ ), supporting H4e. Second, a partial mediation effect was also found between Social Well-being, Uniqueness and OCB ( $c' = 0.2156$ ;  $p = 0.0001$ ;  $\text{BootLLCI} = 0.0627$ ;  $\text{BootULCI} = 0.2285$ ), supporting H4f. Third, it was also demonstrated in our results that WWB partially mediates between Uniqueness and OCB ( $c' = 0.1720$ ;  $p = 0.0015$ ;  $\text{BootLLCI} = 0.0403$ ;  $\text{BootULCI} = 0.1655$ ), supporting H4g. Finally, results also show that SBB has a partial mediating effect between Uniqueness and OCB ( $c' = 0.2270$ ;  $p = 0.0000$ ;  $\text{BootLLCI} = 0.0432$ ;  $\text{BootULCI} = 0.1388$ ), supporting H4h. Tables 9 through 12 show the mediating effects of PWB, SWB, WWB and SBB respectively between Uniqueness and OCB. As a summary, the mediating effect of the four dimensions of employee well-being between uniqueness and OCB have all reported partial mediations. This means that, even though employee well-being plays a mediating effect on those relationships, uniqueness still has an influence on OCB.

**Table 9: Mediating effect of PWB on Uniqueness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5591	.3126	.1521	45.4694	2.0000	200.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	1.2255	.3101	3.9524	.0001	.6141	1.8369	
INCUNIQ	.2196	.0494	4.4466	.0000	.1222	.3170	
Psycho	.4729	.0754	6.2732	.0000	.3243	.6216	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
Psycho	.1114	.0304	.0606	.1808			
Y: Uniqueness, X: OCB, M: PWB							

**Table 10: Mediating effect of SWB on Uniqueness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.4876	.2378	.1687	31.1979	2.0000	200.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.5116	.2085	12.0434	.0000	2.1004	2.9228	
INCUNIQ	.1889	.0602	3.1366	.0020	.0701	.3076	
Social	.2156	.0541	3.9838	.0001	.1089	.3223	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
Social	.1421	.0418	.0627	.2285			
Y: Uniqueness, X: OCB, M: SWB							

**Table 11: Mediating effect of WWB on Uniqueness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.4665	.2177	.1731	27.8224	2.0000	200.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.4808	.2202	11.2685	.0000	2.0467	2.9150	
INCUNIQ	.2309	.0582	3.9683	.0001	.1162	.3457	
Workpl	.1720	.0535	3.2119	.0015	.0664	.2775	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
Workpl	.1000	.0321	.0403	.1655			
Y: Uniqueness, X: OCB, M: WWB							

**Table 12: Mediating effect of SBB on Uniqueness and OCB**

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5001	.2501	.1659	33.3525	2.0000	200.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.2543	.2289	9.8489	.0000	1.8029	2.7056	
INCUNIQ	.2405	.0523	4.5963	.0000	.1373	.3437	
Subje	.2270	.0515	4.4063	.0000	.1254	.3286	
Indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
Subje	.0905	.0246	.0432	.1388			
Y: Uniqueness, X: OCB, M: SBB							

# Chapter Six

## Discussion

This chapter consists of a comprehensive analysis and discussion of this study's results concerning the variables of our framework. The main purpose of this study is to examine the direct relationships between our model's variables, Inclusion, Employee Well-being and OCB, as well as to investigate whether EWB's dimensions mediate between inclusion's dimensions on one hand and OCB on the other. This study adds to previous literature by examining both dimensions of inclusion – Belongingness and Uniqueness- especially that uniqueness was understudied in literature, as previously discussed earlier. In addition, employee well-being's dimensions – PWB, SWB, WWB and SBB – were also studied in detail, rather than studying the construct of EWB as a whole. In addition, it also adds to previous literature by examining the variables of inclusion, well-being and OCB in a Lebanese context and culture. Moreover, although it is not one of the objectives of this study, we have also used a relatively new scale developed by Chung et al. (2020) in order to examine its reliability in our context. As mentioned above in our findings, the Cronbach alpha figures are consistent with Chung et al. (2020)'s results.

Drawing on the social exchange and social identity theories, our model suggests that inclusion and EWB could serve as indicators that lead to OCB. In addition, an investigation regarding EWB as a mediator has been conducted. According to our findings, there exist positive relationships between inclusion - both belongingness and uniqueness - and OCB, supporting hypothesis 1. Moreover, positive links were also found between Inclusion and EWB – PWB, SWB, WWB and SBB -, supporting hypothesis 2 as well as between EWB's dimensions and OCB, supporting hypothesis 3. To elaborate more, employees' perceptions that they belong in their workgroup and that they can share their thoughts freely without any discrimination as well as their perceptions that their unique traits are appreciated and valued, could affect their probabilities of going beyond what is expected of them. Moreover, giving employees equal access to information, engaging them in decision-making, valuing their diverse characteristics and considering them as strengths that could further help the organization, could encourage them to perform in ways beyond their required duties, willingly and on their own. Their behaviors could include, but are not limited to,

spreading a good image and reputation of their organization, staying after working hours or starting work early. In addition, fostering inclusion in organizations, not only affects employees' behaviors and attitudes, but also their mental state and health. The more employees feel that they are insiders and vital contributors to critical organizational decisions, the more they would feel at ease, comfortable and overall satisfied. In addition, valuing their diverse traits and welcoming them all without any discrimination, could really feed into their well-being and mental health. Consequently, employees could increase their flexibility (PWB) and likeability to go to work (WWB), maintain social relationships with others (SWB) and be satisfied with their overall life (SBB). Whereas feelings of exclusion and rejection could discourage employees, increase their stress and anxiety levels and could negatively affect their satisfaction. Moreover, when employees are comfortable and happy in their lives in general and at work, they would be more encouraged to engage in extra-role behaviors, especially helping behaviors, such as citizenship behaviors. Consequently, employees are more likely to go beyond their assigned duties when they feel satisfied and comfortable than when they feel stressed and anxious.

As a summary, our findings provide evidence that when managers increase their employees' feelings of Belongingness and Uniqueness, such employees tend to be more comfortable and satisfied and tend to initiate and exert citizenship behaviors.

In addition, the mediating effect was also significant in our findings, implying that there is an indirect relationship that occurs between inclusion and OCB, via employee well-being. This means that inclusion serves as a predictor to EWB, which in turn is an antecedent to OCB. Results indicate that there exists a direct relationship between inclusion and OCB that becomes insignificant in the presence of EWB, which means that EWB intervenes in the relationship between inclusion and OCB. To elaborate more, when employees perceive they are treated as insiders and that their unique traits are appreciated, their mental state will be improved, which will encourage them to exert citizenship behaviors beyond their assigned duties. In addition, and to provide an example, the influence of Belongingness on OCB becomes insignificant in the presence of social well-being (SWB) in Hypothesis 4b, which demonstrates the full mediator role of social well-being. This could be interpreted as such: the more employees engage in social interactions with their coworkers and like to be socially present in organizational events, the lower they feel the need to belong and attach a bond with these coworkers and the higher their chances of engaging in OCB.

It is also important to mention that the mediating effects of EWB between Uniqueness and OCB in Hypotheses 4e through 4h, were all partial, which implies that uniqueness still plays a role in influencing OCB, even in the presence of EWB. An explanation to this might be that uniqueness is subjective to each employee. Each person is unique with his/her own values, traits and characteristics and this still plays a role in affecting their attitudes and behaviors and whether they engage in helping behaviors, especially OCB, irrespective of their well-being. Different employees might behave differently and uniquely, even if they occupy the same position, have the same duties and work in the same department.

## **6.1 Managerial Implications**

As discussed earlier, diversity is the foundation of inclusion in organizations. Therefore, fostering diversity among employees and more importantly setting inclusion practices, policies and procedures that embrace employees' differences could be a motivating factor that further pushes them to perform in ways positively affecting their performance and the organization as a whole. In addition, managers' inclusiveness is an essential part of today's organizational operations. When managers establish an inclusive climate in which the whole organizational environment embraces differences and includes all employees together irrespective of their ages, generations, ethnicity, occupational levels..., it can have a huge positive influence on how employees perform. Therefore, it is imperative that the Human Resources (HR) department in every organization sets specific policies and procedures in place, that further support inclusion and prohibit biases (Chaudhry et al., 2021). For instance, HR should foster inclusion in its recruitment and selection processes, in fair compensation and benefits packages and in team-building activities. It is the role of the HR to allow equal participation of employees in organizational matters, irrespective of their positions, levels, religions, nationalities, disabilities... Moreover, there exists several laws for diversity to protect individuals from any type of biases and discrimination (Mor Barak & Daya, 2013). However, fostering inclusion is still optional and voluntary (Winters, 2013), and few organizations only have started setting their inclusion policies. Therefore, we encourage policy-makers in Lebanon and abroad to legislate inclusion and set several policies and procedures regarding it, if this has not been initiated yet.

Moreover, appreciating and valuing employees' contributions while also making them feel comfortable is fundamental. From here arises the role of the HR in taking care of employees' both

physical and mental health such as in providing them with mental health awareness programs, career coaching and development workshops (Khoreva & Wechtler, 2018), with physical trainings or yoga sessions during work breaks or after working hours, and in involving them in organizational decisions, which could influence their attitudes towards their performance and encourage them to engage in behaviors such as helping their absent coworkers and being loyal to and defending the organization. In addition, while aiming at increasing the positives, HR should also focus on minimizing the negatives. This means that they should focus on eliminating factors that would cause employees to become stressed and anxious, which in their turn can reduce their well-being levels (Losada-Otálora et al., 2020). For example, HR can decrease employees' workload, give warnings and/or terminate toxic employees who negatively affect others and work on only allowing constructive feedback in manager-employee relationships, instead of the destructive and harmful feedback, especially in performance appraisals that can be linked to the organization's reward system.

Therefore, allowing employees to feel comfortable in their organization and frequently involved and participative in critical matters could highly affect the way they look at and perceive their organization and coworkers, i.e., their attitudes, which could affect the decisions in how they behave and perform. Moreover, since HR is the focal center of employee development and retention, its inclusive practices remain the key for improved employee well-being and satisfaction. As a summary, employees are more likely to engage in citizenship behaviors provided that they feel they belong to their organization, feel that their uniqueness is valued and feel comfortable and at ease.

Today, employees constitute the most unique and essential asset that cannot be imitated. Irrespective of the technological, financial and physical assets that any organization might have, its employees remain the most important asset that could either make or break the organization (Udin & Yuniawan, 2020). If the organization fails to retain its workforce, it loses its functionality and survival. Therefore, today's managers must acknowledge the importance of HR, consider it as a profit center and must allow it to establish inclusion practices and employee well-being programs, now more than ever, as they can positively affect employees' behaviors and attitudes, which in turn can benefit organizations and their overall performance in the market. It is through their employees that organizations can achieve their competitive advantage and stay operating in

the long-run (Sultan, 2021). Therefore, today's organizations are encouraged to follow and integrate best practices in their systems or update their existing policies through showing more appreciation to employees, putting a high value on their contributions and prioritizing their mental health.

## **6.2 Limitations & Future research**

This research paper contributes to existing literature through confirming the direct relationships between inclusion and OCB, inclusion and EWB, EWB and OCB and more importantly through demonstrating the mediating effect of EWB between inclusion and OCB. However, like any other research, it also has some drawbacks on which future researchers could build their studies. First, our respondents were mainly from the Lebanese population. Although they might be diverse, they still however belong to the same culture with similar inclusion characteristics. Consequently, this study's results could change if a sample from different populations was studied. Future studies are encouraged to study this paper's model in different contexts and cultures. In addition, the sample could be considered relatively small as it consists of 203 participants only, which calls for future studies to increase their sample size when examining this model. Moreover, the data were collected during one period of time, future researchers should attempt to collect longitudinal data for more accuracy. Moreover, responses were self-rated as participants rated their own belongingness, uniqueness, well-being and citizenship behaviors in the questionnaire based on how they view themselves. Providing a favorable image about themselves could serve as a limitation as it weakens and/or limits the results to a certain extent. Future studies are needed to consider the model based on the ratings of managers, peers and maybe customers, especially when examining employees' behaviors. Finally, this study also recommends to further examine this framework by adding a moderator or demographic variables such as age or gender to examine whether there exist any differences between males and females, which could reveal potential new insights.

## **Conclusion**

This study aims at examining the mediating effect of employee well-being between inclusion and OCB in a Lebanese context and culture. After analyzing the sample's answers to the distributed questionnaire, results showed that the variables are directly related and that EWB plays a mediating role between inclusion and OCB, consistent with our developed hypotheses. As employees constitute the main asset in organizations that can help them in achieving their competitive advantage, it is important to effectively manage them. Some ways to do so include making them feel that they belong, valuing their differences as well as allowing their comfortability and satisfaction at work. As a summary, this study showed the importance of fostering inclusion practices and establishing well-being programs for employees in order to encourage them to engage in helping behaviors, especially citizenship behaviors in which they are loyal to the organization, help their coworkers beyond their requirements and perform their duties in irregular times.

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# Appendix 1



Institutional Review Board (IRB)

لجنة المراجعة

## NOTICE OF IRB APPROVAL – EXEMPT STATUS

<b>To:</b> Mr. Joiry El Hajj Dr. Grace Dagher Associate Professor School of Business	<b>APPROVAL ISSUED:</b> 1 December 2021 <b>EXPIRATION DATE:</b> 1 December 2023 <b>REVIEW TYPE:</b> EXEMPT CATEGORY B
<b>Date:</b> December 1, 2021 <b>RE:</b> IRB #: LAU.SOB.GD1.1/Dec/2021	<b>Protocol Title:</b> The impact of inclusion on Organizational Citizenship and Innovative Behaviors: Employee Well-Being as a moderator

Your application for the above referenced research project has been reviewed by the Lebanese American University, Institutional Review Board (LAU IRB). This research project qualifies as exempt under the category noted in the Review Type

This notice is limited to the activities described in the Protocol Exempt Application and all submitted documents listed on page 2 of this letter. **Final reviewed consent documents or recruitment materials and data collection tools released with this notice are part of this determination and must be used in this research project.**

### CONDITIONS FOR ALL LAU NOTICE OF IRB EXEMPTION DETERMINATION

**LAU RESEARCH POLICIES & PROCEDURES:** All individuals engaged in the research project must adhere to the approved protocol and all applicable LAU IRB Research Policies & Procedures. **PARTICIPANTS** must NOT be involved in any research related activity prior to IRB notice date or after the expiration date.

**EXEMPT CATEGORIES:** Activities that are exempt from IRB review are not exempt from IRB ethical review and the necessity for ethical conduct.

**PROTOCOL EXPIRATION:** **PROTOCOL EXPIRATION:** The LAU IRB notice expiry date for studies that fall under Exemption is 2 years after this notice, as noted above. If the study will continue beyond this date, a request for an extension must be submitted at least 2 weeks prior to the Expiry date.

**MODIFICATIONS AND AMENDMENTS:** Certain changes may change the review criteria and disqualify the research from exemption status; therefore, any proposed changes to the previously IRB reviewed exempt study must be reviewed and cleared by the IRB before implementation.

**RETENTION:** Study files must be retained for a period of 3 years from the date of project completion.

**IN THE EVENT OF NON-COMPLIANCE WITH ABOVE CONDITIONS, THE PRINCIPAL INVESTIGATOR SHOULD MEET WITH THE REPRESENTATIVES OF THE IRB OFFICE IN ORDER TO RESOLVE SUCH CONDITIONS. IRB CLEARANCE CANNOT BE GRANTED UNTIL NON-COMPLIANT ISSUES HAVE BEEN RESOLVED.**

If you have any questions concerning this information, please contact the IRB office by email at [irb@lau.edu.lb](mailto:irb@lau.edu.lb)

BEIRUT CAMPUS	BYBLOS CAMPUS	NEW YORK OFFICE
P.O. Box: 13-60533 Choueifat Beirut 1102 2801 Lebanon Tel: +961 1 78 64 58 +961 3 60 37 03 Fax: +961 1 80 70 98	P.O. Box: 36 Byblos Lebanon Tel: +961 9 54 72 82 +961 3 79 13 14 Fax: +961 9 54 82 82	475 Riverside Drive Suite 3846 New York, NY 10115 Tel: +1 212 870 2502 +1 212 870 2761 Fax: +1 212 870 2762 <a href="http://www.lau.edu.lb">www.lau.edu.lb</a>

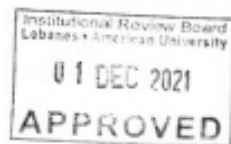


The IRB operates in compliance with the national regulations pertaining to research under the Lebanese Minister of Public Health's Decision No.141 dated 27/1/2016 under LAU IRB Authorization reference 2016/3708, the international guidelines for Good Clinical Practice, the US Office of Human Research Protection (45CFR46) and the Food and Drug Administration (21CFR312). LAU IRB U.S. Identifier as an international institution: FWA00014723 and IRB Registration # IRB00006954 LAU/IRB#1

Dr. Joseph Stephan  
Chair, Institutional Review Board

**DOCUMENTS SUBMITTED:**

LAU IRB Exempt Protocol Application	Received 11 November 2021
Research Proposal	Received 11 November 2021
Informed Consent	Received 11 November 2021
Questionnaire	Received 11 November 2021
Link to online survey	Received 11 November 2021
CITI Training – Grace Dagher	Cert.# 39791881 Dated (19 February 2021)
CITI Training – Joey El Hajj	Cert.# 39268346 Dated (2 November 2020)



## Appendix 2

### **Section 1: Consent to participate in a Survey/Questionnaire**

The impact of Inclusion on Organizational Citizenship and Innovative Behaviors: Employee Well-being as a moderator.

*I would like to invite you to participate in a research project by completing the following survey. I am a student at the Lebanese American University and I am completing this research project as part of my master's degree thesis. The purpose of this survey is to examine the impact of Inclusion on Organizational Citizenship Behavior and Innovative Behavior. It also aims to examine how this relationship is moderated by Employee Well-being.*

*There are no known risks, harms or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to develop a better understanding of the effects of Inclusion on organizational outcomes, taking Employee Well-Being as a moderator. You will not directly benefit from participation in this study. The study will involve 150 participants. Completing the survey will take 10 minutes of your time.*

*By continuing with the survey, you agree with the following statements:*

- 1. I have been given sufficient information about this research project.*
- 2. I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records.*
- 3. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me.*
- 4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer.*
- 5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.*
- 6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University*
- 7. I understand that if I have any additional questions, I can ask the research team listed below.*
- 8. I have read and understood all statements on this form.*
- 9. I voluntarily agree to take part in this research project by completing the following survey.*

*If you have any questions, you may contact:*

Joey El Hajj	+961 71 034 575	<a href="mailto:joey.elhajj@lau.edu">joey.elhajj@lau.edu</a>
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*If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:*

*Institutional Review Board Office,*

*Lebanese American University*

*3<sup>rd</sup> Floor, Dorm A, Byblos Campus*

*Tel: 00 961 1 786456 ext. (2546)*

*[irb@lau.edu.lb](mailto:irb@lau.edu.lb)*

This study has been reviewed and approved by the LAU IRB: LAU.SAS.GD1.1/Dec/2021.

- Would you like to participate in this survey?
  - ☐ Yes
  - ☐ No

## **Section 2 : Demographics**

**Please read each statement and select the answer that best describes you.**

- Gender
  - ☐ Male
  - ☐ Female
- Age
  - ☐ \_\_\_\_\_
- Nationality
  - ☐ \_\_\_\_\_
- Marital Status
  - ☐ Single
  - ☐ Married
  - ☐ Divorced
  - ☐ Widowed
- Highest Level of Education
  - ☐ University/BA/BS Degree
  - ☐ Master's Degree
  - ☐ Doctorate Degree
- Years of Experience
  - ☐ Less than 3
  - ☐ 3-6
  - ☐ 7-10
  - ☐ 11-15

- More than 15
- Type of Organization
  - Family Business
  - Non-Family Business
- Industry
  - Agriculture
  - Banking
  - Construction
  - Education
  - Insurance
  - Government & Public Relations
  - Hospitality & Tourism
  - Hospital & Health
  - Manufacturing
  - Real Estate, Rental & Leasing
  - Retail
  - Transportation
  - Wholesale Trade
  - Other
- Number of employees in your organization
  - Less than 100
  - 100-500
  - 501-1,000
  - More than 1,000
- Nature of your contract
  - Full-time
  - Part-time
- Current Position
  - Entry-Level
  - Intermediate-Level
  - Mid-Level
  - Senior or Executive-Level

### **Section 3: Inclusion**

**Please read each statement and select the answer that best describes you.** A 5-point scale from “strongly disagree” to “strongly agree”.

Items	SD	D	N	A	SA
<b>Belonginess</b>					
I am treated as a valued member of my work group.					

I belong in my work group.					
I am connected to my work group.					
I believe that my work group is where I am meant to be.					
I feel that people really care about me in my work group.					
<b>Uniqueness</b>					
I can bring aspects of myself to this work group that others in the group don't have in common with me.					
People in my work group listen to me even when my views are dissimilar.					
While at work, I am comfortable expressing opinions that diverge from my group.					
I can share a perspective on work issues that is different from my group members.					
When my group's perspective becomes too narrow, I am able to bring up a new point of view.					

#### **Section 4: Employee Well-being**

**Please read each statement and select the answer that best describes you.** A 5-point scale from “strongly disagree” to “strongly agree”.

<b>Items</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>PWB (psychological well-being)</b>					
I easily adapt to day-to-day changes of my life and manage my responsibilities well.					
I care for things that are important to me, not what is important to others.					
I feel I am a sensible person.					
I am not flexible.					
I understand the expectation from me.					
I feel I am capable of decision-making					
I feel depressed from the stress and demands of day-to-day life.					
I believe that I have a purpose and direction in life.					
I think life is a continuous process of learning.					
I am a confident person.					
<b>SWB (social well-being)</b>					
I am an important part of my team and organization.					
People are trustworthy in my team.					
I am close to my teammates in my organization.					
My team is a great source of social support.					
My views are well accepted by my teammates.					

People in my team don't help each other in difficult times.					
I take active part in important decision-making activities of my team.					
I love to spend time with my teammates.					
I can freely share my problems with my colleagues.					
My day-to-day activities contribute towards the benefits of my team.					
<b>WWB (Workplace well-being)</b>					
I am quite satisfied with my job.					
I enjoy meaningful work					
I attach lots of value to my work.					
My work achievement often acts as a source of motivation.					
My workplace is very conducive.					
My job provides ample scope for career growth.					
I used to maintain a balance between work and home life.					
My employer does care a lot about their employees.					
My work offers challenges to advance my skills.					
<b>SBB (subjective well-being)</b>					
Mostly I feel happy.					
I am an optimistic person.					
I feel good about myself.					
My life is mostly sorrowful.					

### **Section 5: Organizational Citizenship Behavior**

**Please read each statement and select the answer that best describes you.** A 5-point scale from “strongly disagree” to “strongly agree”.

<b>Items</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
I attend functions that are not required but that help the organizational image					
I keep up with developments in the organization					
I defend the organization when other employees criticize it					
I show pride when representing the organization in public					
I offer ideas to improve the functioning of the organization					
I express loyalty toward the organization					
I take action to protect the organization from potential problems					
I demonstrate concern about the image of the organization					