

Research Article | Araştırma Makalesi

Work overload, leader-member exchange, and psychological flexibility: A field research on the organized industrial zone

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[0000-0001-7844-9973](https://orcid.org/0000-0001-7844-9973)Corresponding author/Sorumlu yazar: Süleyman Cem Bozdoğan ✉ cembozdogan@osmaniye.edu.tr**Abstract**

Most of the academic work that has been done in the field of leader-follower interactions may be summarized in one concept: the Leader-Member Exchange. In light of the fact that this concept plays a pivotal role in the research conducted on leadership and organizations, it is of utmost importance that leader-member exchange is well understood, quantified, and examined in a reliable way. In this research, the antecedents of leader-member exchange at the subordinate level are investigated. The aim of this study is to investigate the effect of employees' perceptions of work overload on leader-member exchange and the moderating role of psychological flexibility in this relationship. The research sample consists of 340 white-collar employees employed in the Osmaniye organized industrial zone. Structural equation modeling (SEM) has been utilized to analyze the collected data. While work overload negatively affects leader-member exchange, increased psychological flexibility level moderates the negative relationship between work overload and leader-member interaction. By shedding light on the potential relationship between work overload, leader-member contact, and psychological flexibility, this study makes a valuable contribution to the existing body of knowledge.

Keywords: Work Overload, Leader-Member Exchange, Psychological Flexibility, Social Exchange Theory **JEL Codes:** M1, M10, M12, M19

Aşırı iş yükü, lider-üye etkileşimi ve psikolojik esneklik: Organize sanayi bölgesi üzerine bir alan araştırması

Öz

Lider-takipçi etkileşimi alanında yapılan akademik çalışmaların çoğu tek bir kavramla özetlenebilir: Lider-Üye Etkileşimi. Bu kavramın liderlik ve örgütler üzerine yapılan araştırmalarda çok önemli bir rol oynadığı göz önünde bulundurulduğunda, lider-üye etkileşimin iyi anlaşılması, ölçülmesi ve güvenilir bir şekilde incelenmesi büyük önem taşımaktadır. Bu çalışmanın amacı, çalışanların aşırı iş yükü algılarının lider-üye etkileşimi üzerindeki etkisini ve bu ilişkide psikolojik esnekliğin düzenleyici rolünü araştırmaktır. Araştırmanın örneklemini Osmaniye organize sanayi bölgesinde istihdam edilen 340 beyaz yakalı çalışan oluşturmaktadır. Toplanan verileri analiz etmek için yapısal eşitlik modellemesi (YEM) kullanılmıştır. Aşırı iş yükü lider-üye etkileşimini olumsuz yönde etkilerken, artan psikolojik esneklik düzeyi aşırı iş yükü ile lider-üye etkileşimi arasındaki olumsuz ilişkiyi azaltmaktadır. Bu çalışma, aşırı iş yükü, lider-üye etkileşimi ve psikolojik esneklik arasındaki potansiyel ilişkiye ışık tutarak mevcut bilgi birikimine değerli bir katkı sağlamaktadır.

Anahtar Kelimeler: Aşırı İş Yükü, Lider-Üye Etkileşimi, Psikolojik Esneklik, Sosyal Takas Kuramı **JEL Kodları:** M1, M10, M12, M19**Introduction**

The Leader-member exchange (LMX) theory expands upon the social exchange theory (Blau, 1964) by postulating that the relationship between a supervisor and each of their subordinates is different (Graen & Uhl-Bien, 1995) and is developed gradually via the interchange of role expectations and responsibilities. To this day, LMX is one of the most well-known and helpful methods for exploring the impact of leadership on workplace phenomena from both a theoretical and applied perspective (Yu, Matta, & Cornfield, 2018). Traditional leadership theories (Graen & Uhl-Bien, 1995), such as trait, behavioral, and situational theories, are superseded by the dynamics of LMX (Kim & Yi, 2019). Now that the interaction between managers and employees is now recognized as vital to a company's success and scholars have been more interested in the topic. Employees, who are of high quality LMX are willing to embrace the organization's intended values and objectives (Ji et al., 2023). The obligation of reciprocity (Gouldner, 1960) is such a principle or core exchange process that it has had a significant impact on social exchange theory and,

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by extension, LMX theory. Consequently, studies of LMX have often indicated that when subordinates are treated well by their supervisor, they react by developing more positive feelings about their supervisor and their place of employment (Dulebohn et al., 2012; Ilies, Nahrgang, & Morgeson, 2007).

Whether in the public or private sector, workers everywhere complain of being under too much obligation to meet deadlines and/or having too much work on their plates. Time constraints, whether they result from having too many duties to perform in a short time or from having an incompetent workforce that cannot keep up with the pace of work. Work overload (WOL) is currently the most common problem in businesses today. According to (Farooq Abbasi, 2015), this leads to a surge in stress, the desire to leave one's current position, and a decrease in overall job satisfaction. It is usual for someone who is overworked to spend most of his free time in the office, which might throw off his work-life balance (Duxbury & Higgins, 2001). As a result, workers suffer mental and physical health problems, lose motivation, skip work, and perform poorly (Ivancevich, 1985). The psychological flexibility of the employee should be considered a resource of particular significance in this regard due to the nature of the situation. Employees who are psychologically flexible are able to maintain their attention on the here and now and continue working toward the achievement of their objectives and ideals, despite the fact that they may be going through challenging or undesirable psychological experiences at the same time (Bond, Flaxman, & Bunce, 2008). In this light, the capacity for psychological flexibility has become an important indicator of overall mental health (Kashdan & Rottenberg, 2010). Psychological flexibility provides employees with tools to handle stressful situations, which can mitigate the harmful effects of work overload on LMX. The objective of this study is to add to the theory of LMX by finding out whether employee work overload perception is connected to LMX and whether this relationship is moderated by psychological flexibility.

1. Theory and Hypothesis

1.1. Work Overload

The term "workload" refers to the total number of assigned tasks for a specific period of time (Qureshi et al., 2013, p. 766). The person's perspective of his or her own workload varies greatly from person to person. Each company has rules about what workers are expected to do during working time and these rules consider competitors, market niches, and employee strengths when planning out the week. In this way, workers are assigned tasks that are within their abilities. WOL occurs when the amount of work expected of someone is more than their abilities (Cam, 2004, p. 3). An employee's feeling of having more work to do than they have time for is also referred to as WOL (Spector & Jex, 1998, p. 358). The term WOL refers to the theoretical connection between a workforce and the obligations placed on its members. According to (Bliese & Castro, 2000), WOL occurs when an individual feels both physically and mentally exhausted from their workload. The demand-control theory suggests that WOL is one of the main causes of rising expectations on the workplace (Bakker & Demerouti, 2007). Workloads that are too heavy have been identified as one of the most significant contributors to workplace stress by researchers in the area of occupational stress (e.g. Frone, 2008; Jex & Bliese, 1999).

1.2. Leader-Member Exchange

The vertical dyad linkage (VDL) that a leader establishes with each subordinate was the focus of the first studies of the LMX theory (Dansereau, Graen, & Haga, 1975). Based on role theory, the relations between leaders and subordinates were classified into two categories: in-group and out-group. Respect and trust are trademarks of group interactions that grow when leaders and subordinates assume more responsibilities. Work contracts create out-group relationships. In out group relations, both leaders and subordinates are responsible for carrying out the fundamental duties outlined within the respective job descriptions (Dansereau, Graen, & Haga, 1975). In its latter iteration, the LMX theory shifted its emphasis from the two-way dichotomy to a relationship-based approach that is primarily grounded in social exchange theory (SET) (Graen & Uhl-Bien, 1991, 1995). The central tenet of VDL was adopted by SET, which argued that leaders behave their subordinates in diverse ways and defined LMX as essential factor in deciding the success or failure of leaders, subordinates and businesses (Graen & Uhl-Bien, 1991). LMX is predicated on the idea that "through a sequence of interactions between the leader and the subordinate, mutually beneficial relations and occupational roles are developed and established over time " (Bauer & Green, 1996, p. 1538). The leader-subordinate relationship, which is typically analyzed using the LMX framework, serves as a central pillar upon which resources are built, maintained, and safeguarded from a Conservation of resources (COR) viewpoint (Halbesleben, 2006). In addition to the expected duties of their positions, high LMX also implies a positive relationship between the leader and the subordinates (Nahrgang, Morgeson, & Ilies, 2009). On the other hand, employees who merely fulfil their contractual obligations are labelled "out-group" and get nothing in the way of acceptance, backing, or awards from their leaders (Deluga, 1998). Workers in a low-quality LMX, as defined by Graen and Scandura (1987), are treated as "hired hands" or "out-group employees" because the primary form of communication between the leader and his or her subordinates is financial.

1.3. Psychological Flexibility

Psychological flexibility (PF) is defined as a set of skills one can use to respond to challenging and difficult thoughts, feelings, and experiences (Daks, Peltz, & Rogge, 2022, p. 98). It is derived from relational frame theory (RFT) (Hayes et al., 2001) and is based on the drills and objectives of Acceptance and commitment therapy (ACT) (Hayes, et al., 2006; Hayes, Strosahl, & Wilson, 2011). Much current research focuses on the efficacy of ACT (Brinkborg et al., 2011), which seeks to enhance quality of life by encouraging more people to recognize and accept their own unpleasant experiences and to commit making changes that will bring about those unpleasant outcomes (Frögéli, et al., 2016). Accepting an individual's current condition (though a difficult one) without resistance and remaining committed to or adjusting one's actions so as to achieve one's long-term objectives and ideals in light of one's circumstances is what is meant by the phrase "psychological flexibility" (Bond et al., 2011, p. 678). PF, however, is thought of as dysfunctional reactions to difficult or overwhelming situations that cause negative emotions (Hayes, Strosahl, & Wilson, 2011). Exploratory research has revealed a link between PF and significant actions at work (Sarabia-Cobo et al., 2021). It would indicate that higher degrees of PF are predictive of improved mental well-being and success in the workplace (Salvarani et al., 2019). Although PF is a trait that remains constant over time, it is still a personal quality that can be improved and research shows that it improves performance at work (Wersebe et al., 2018).

1.4. Work Overload and Leader Member Exchange

A high-stress work environment that could eventually result in burnout is implied by the combination of high job demands and limited employment resources (Bakker & de Vries, 2021). As a result, it is of the utmost importance that businesses consistently review and improve the qualities of the jobs they provide, for instance, by establishing objectives and challenges that are attainable, improving the requirements of the work, and ensuring that there are enough resources available (Bakker & Demerouti, 2017, 2018). Workplace demands, as characterized by (Karasek, 1979) include things like heavy workloads, difficult demands, and tight deadlines, and can be thought of in terms of a shortage of, or the risk of losing, the resources necessary to effectively navigate the workplace environment (Hobfoll, 2001; Luchman & González-Morales, 2013). Employees may encounter risk while devoting the necessary time and energy to developing strong bonds with their managers when they are subjected to an unreasonable demand for their labor. The employees' perceptions of being overworked emerge under working settings in which there is a high job demand and low levels of control (Iacovides et al., 2003). High-quality LMX interactions that require workers to spend large resources in energy and attention (Shore, Coyle-Shapiro, & Chang, 2018) can diminish the ability of employees to participate in these resources generated by the leader due to an excessive amount of work required of them. This is consistent with what is proposed by COR theory (Hobfoll, 1989), which states that individuals would go to great lengths to acquire, hold on to, safeguard, and cultivate the things that they find valuable.

Considering the importance of having access to resources while coping with stress, employees feel threatened by a lack of resources, and they often defend what they have left to prevent further depletion (Hobfoll, 2001). Thus, the workers' time and energy spent dealing with the excessive workload might drain their resources, prompting them to take precautions against future resource depletion. So, they may be less inclined to put out effort into developing and nurturing LMX relationships. Research on LMX (Dulebohn et al., 2012; Graen & Uhl-Bien, 1995), supported by role theory, has revealed that workers in high-LMX relationships experience desired benefits like trusting connections with, or emotional help and assistance from, the leader, in addition to higher rewards. These workers may feel job overload as less limiting due to the resources provided to them (Harris & Kacmar, 2005). For example, people may anticipate compensation if they perform above the call of duty. Workers in low LMX relationships, on the other hand, lack access to the same benefits, are forced to fit into more rigid roles, and are given less discretionary authority in their work (Liden, Wayne, & Stilwell, 1993).

As a result, the following is proposed as a hypothesis:

Hypothesis 1: Work overload will reduce the exchange of leaders and members.

1.5. The Moderating Role of Psychological Flexibility

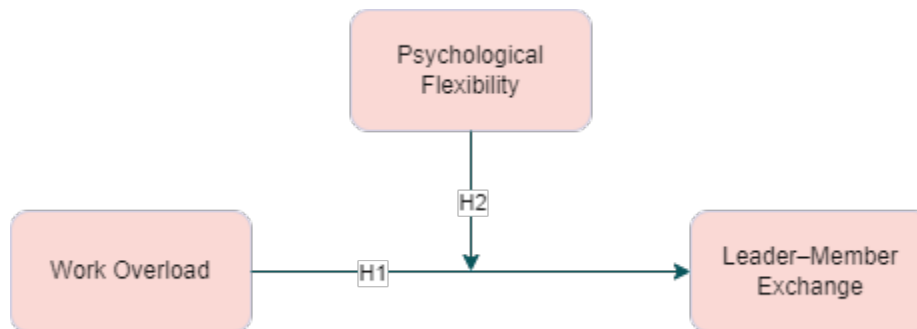
Because supervisors are formally vested with the authority to bestow or withhold resources such as cash incentives, intriguing job duties, and career possibilities, it is especially important that subordinates maintain positive working relationships with their superiors (Bono & Yoon, 2012). Individuals who are psychologically flexible are able to put negative emotional experiences in the past behind them and move on in the present by being true to their own ideals and objectives (Bond & Flaxman, 2006; Bond, Flaxman, & Bunce, 2008; Bond, Lloyd, & Guenole, 2013).

Acceptance, awareness of feelings and determination to change behavior in line with beliefs and goals despite unpleasant feelings are assumed to enhance PF in the context of ACT therapy (Strosahl, Robinson, & Gustavsson, 2012). The ability to accept and move beyond adversity, as well as enhance one's overall health and happiness, is linked to high levels of PF (Burton & Bonanno, 2016;

Kashdan et al., 2006). PF can help the affected individual cope with everyday stresses, including those associated with WOL, by buffering them from negative feelings and facilitating adaptation to challenging circumstances, all of which contribute to a greater mental health and well-being (Gloster, Meyer, & Lieb, 2017; Hayes et al., 2013; Masuda et al., 2011). Consequently, those who are psychologically flexible are resilient enough to overcome adversity and act in accordance with their aims and ideals, even in the face of setbacks (Bond, Flaxman, & Bunce, 2008). For instance, instead of putting effort into preventing and correcting undesirable psychological occurrences, one may instead look for ways to exploit the present moment to raise the probability of forming a healthy interaction (Bond, Lloyd, & Guenole, 2013). By paying close attention to the here and now, subordinates may put in the effort required to cultivate and sustain high-quality LMX relationships with their superiors. A high-quality interaction may flourish when one's mental energy is not spent on trying to manage one's emotions, but rather on uncovering possibilities to act in the here and now. Moreover, a psychologically flexible worker can cope with the challenges of his/her job as long as he/she devotes less time and effort to controlling his/her emotions (Biron & Van Veldhoven, 2012). Empirical studies corroborate these claims, showing that an employee's PF is a key resource in preventing exhaustion caused by work overload (Biron & Van Veldhoven, 2012). As a result, PF is to act as a moderator for the postulated negative relationship between WOL and LMX:

Hypothesis 2: The relationship between work overload and leader-member exchange is moderated by psychological flexibility.

Figure 1: Theoretical model for the study



2. Materials and Methods

2.1. Participants

The population of the research consists of employees operating in Osmaniye organized industry. The sample consists of white-collar employees. To ensure a more accurate and realistic answer to the scale used, it was deemed appropriate to form the research population from white-collar employees who are university graduates. 350 white-collar employees operating in different sectors were reached online by e-mail contact. After removing 7 incompletely filled data and 3 data with extreme values from the data set, the sample size was determined as 340. Participants were informed that the survey had received approval from the ethics committee and that complete anonymity.

In the analysis of the demographic characteristics of the participants, the majority of the employees are men with a rate of 52% in terms of gender. When marital status is analyzed, 41% of the employees are married. In terms of age variable, 26-30 (72%) and 31-40 (22%) age ranges constitute the majority of the employees. Among the employees, 78% are university graduates. Employees working within 1–5 years is the first with a rate of 74% and constitute more than half of the sample.

2.2. Instruments

Work Overload Scale: This scale is developed by (Peterson et al., 1995) and adapted to Turkish culture by (Derya, 2008). The scale has 11-items and one dimension. In Derya's (2008) study, the internal consistency of the WOL scale was found to be $\alpha = .86$. The items used as a scale included "What is demanded of me in my job exceeds my capacity, I find it difficult to finish my work during normal working hours."

Psychological Flexibility: Work-related Acceptance and Action Questionnaire (WAAQ) (Bond, Lloyd, & Guenole, 2013) was adapted into Turkish by (Aydın, Aydın, & Özdemir, 2020). In the study of adaptation of the scale to Turkish culture, the internal consistency coefficient Cronbach's alpha value was found to be .84. It was used to measure the flexibility of the employees. The scale has 7-items and one dimension. The items used as a scale included "My thoughts and feelings don't get in the way of my work, Even if I am nervous about something I can still work very effectively."

Leader-Member Exchange: This scale is developed by Graen and Scandura (1987) to measure the quality of employees' relationship with their leaders. The scale has 7-items and one dimension. In the studies conducted in Turkey, the factorial structure of this scale was found to be a single-factor structure in accordance with the original structure and the reliability coefficient of the

scale number was found to have a value of $\alpha = .72$ (Özutku, Veysel & Cevrioglu, 2010). The sample item of the scale is "My manager understands my problems and needs."

2.3. Statistical Analysis

During the determination of the hypotheses of the research and the variables in the model, the literature was utilized. AMOS 20.0 and SPSS 20.0 package programs—and computational tool Process were used to test the general structure of the model and hypotheses. The moderating effect of PF was tested using Model 1 of Process (Hayes, 2017). The questionnaire form was divided into two parts. Employees were asked to fill out questionnaires containing statements on demographics, WOL, LMX and PF. Before the questionnaire was launched, a preliminary study was conducted on a group of 50 white-collar workers from different firms to test whether the questionnaire items were correctly understood. After the preliminary study the questionnaire was sent to all the workers. Reliability analyses were conducted for all questionnaire items and are shown in Table 1.

Table 1. Reliability Analysis

Variables	Cronbach's Alpha
WOL	.920
PF	.857
LMX	.856

The typical method bias was examined using Harman's one-factor test. The study findings reveal no evidence of a common method bias (34.67 percentage points of explained variation). To test the significance of the model formed by the relationship between the variables, confirmation factor analysis (CFA) was conducted.

Table 2. Confirmatory Factor Analysis

	CMIN	DF	CMIN/DF	GFI	CFI	TLI	RMSEA	CR	AVE
WOL	68.058	43	1.583	.963	.987	.983	.041	.93	.56
PF	17.98	13	1.383	.986	.997	.995	.034	.93	.64
LMX	20.833	13	1.603	.983	.995	.991	.042	.91	.61

Goodness of Fit Measures: $2 \leq \text{Cmin}/\text{df} \leq 3$; $.90 \leq \text{GFI} \leq .95$; $.90 \leq \text{CFI} \leq .95$; $.90 \leq \text{TLI} \leq .95$; $.05 \leq \text{RMSEA} \leq .08$; $\text{AVE} > .50$; $\text{CR} > .70$ (Kline, 2023; Schermelleh-Engel et al., 2003; Baumgartner & Homburg, 1996; Browne & Cudeck, 1992; Fornell & Larcker, 1981)

The means, standard deviations, normality and correlation for the study variables are presented in Table 3.

Table 3. Descriptive statistics and correlations

	Mean	SD	Skewness	Kurtosis	1	2	3
1.WOL	2.3821	.48896	-.018	.531	1		
2.PF	3.2559	.60071	-.003	-.186	-.397**	1	
3.LMX	3.5374	.49704	.060	-.048	-.472**	.359**	1

Results

The hypotheses put forward in the study were tested using the Process model 1 designed by Hayes (2017). Gender and marital status were used as control variables.

Table 4. Unstandardized coefficients and 95% Bootstrap confidence intervals

	Coefficient(b)	SE	LMX (Y) t	LLCI	ULCI
WOL (X)	-.37**	.051	-7.23	-.473	-.270
PF (W)	.16**	.418	3.73	.738	.238
X.W	-.23**	.073	-3.14	-.376	-.086
Gender	.11*	.046	2.54	.026	.206
Marital Status	.09*	.045	2.02	.002	.182
R² = .2964, $\Delta R^2 = .0177$					

* $p < 0.05$, ** $p < 0.01$, WOL: Work Overload, PF: Psychological Flexibility, LMX: Leader- Member Exchange, LLCI: Lower level of bootstrap confidence interval, ULCI: Upper level of bootstrap confidence interval

According to Table 4, WOL has a statistically significant negative impact on LMX ($b = -.37$, $p < 0.01$), when controlling for gender and marital status. Accordingly, H_1 hypothesis was supported. While this finding is in agreement with the literature, it is not supported by the finding of (Kopperud, Buch, & Skogen, 2021) study. In their study no significant relationship was found between WOL and LMX. Psychological flexibility has a positive impact on LMX ($b = .16$, $p < 0.01$). On LMX, it was observed that the interaction of WOL x PF was effective ($\gamma = -.23$, $p < 0.01$). In the model, all variables account for a total of 29% of the variability in LMX, while

the change in variance explained by the addition of the interaction term is 2%. Accordingly, it can be said that the impact is moderate. According to PF, the situational effects of PF on LMX are presented in Table 5.

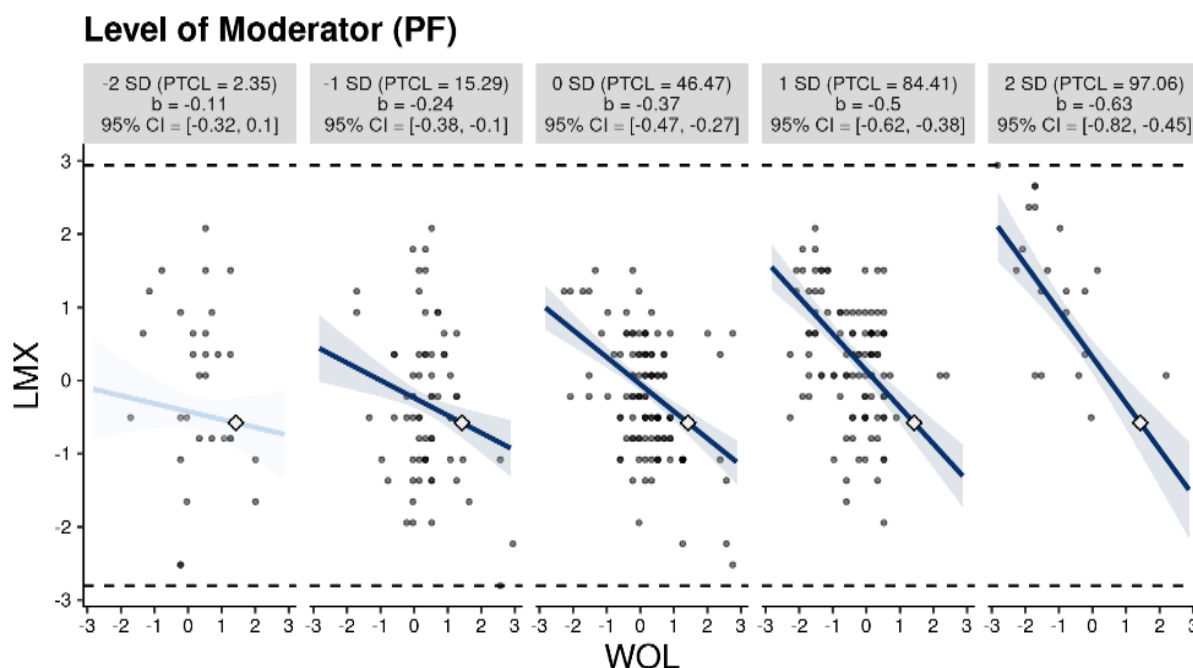
Table 5. Situational effects of work overload on leader-member interaction according to psychological flexibility

Psychological Flexibility(W)	Coefficient(b)	SE	t	LLCI	ULCI
Low (-1SD) = -.6007	-.2327**	.0727	-3.2013	-.3756	-.0897
Moderate = .0000	-.3718**	.0514	-7.2285	-.4730	-.2706
High (+1SD) = .6007	-.5110**	.0627	-8.1444	-.6344	-.3875

**p < 0.01

When Table 5 is analyzed, it can be said that the effect of low, moderate and high levels of psychological flexibility on leader-member interaction is statistically significant (b = -.23, b = -.37 and b = -.51 respectively). Figure 1 illustrates the graph created to better understand this interaction.

Figure 2. Situational effects of work overload on leader-member exchange according to psychological flexibility



Analyzing Figure 2 indicates that, with increasing the PF, LMX and the perception of WOL decreases. PF moderates the relationship between WOL and LMX. Based on the findings, H₂ was supported. This finding is supported by Kopperud, Buch, and Skogen (2021) study.

Discussion

Employees perceptions of WOL negatively impact LMX is the first finding of the study. In the only previous study (Kopperud, Buch, & Skogen, 2021) investigating the impact of WOL on LMX in the literature, a statistically significant relationship between the two variables could not be detected. Differences in culture and power distance between the two societies can be considered as the root causes of this dissimilar outcome. Interactions between leaders and followers in Eastern cultures may differ from those in the West. It is suggested that also working and living standards may also have an impact on the outcome.

The second finding of the study PF moderates the relationship between WOL and LMX is supported by the study of (Kopperud, Buch, & Skogen, 2021). In agreement with prior studies, this study indicated that people who were more psychologically flexible were less likely to have negative consequences from high workload. This result indicates that employees with high psychological flexibility are less affected by the negative effects of WOL on LMX. This research was also conducted to fill in the gaps in our knowledge of the processes involved in producing high-quality LMX.

Employees who are more psychologically flexible are less likely to face the unpleasant effects of having too many work demands and not enough time to accomplish these demands, according to the negative correlation between WOL and LMX identified in employees with high PF (Kopperud et al.,2021). Employees with higher levels of PF are more suited to participate in long-term LMX, regardless of their perceived level of WOL. This result provides evidence that psychological flexibility mitigates the negative impacts of workover load. This highlights the importance of understanding the conditions that foster the growth of sustainable LMX relationships within businesses. The findings of the research are congruent with those of earlier studies, that have found that

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a worker's PF acts as a buffer between WOL and negative work outcomes (Biron & Van Veldhoven, 2012). In particular, workers with high PF may be better able to cope with the challenges of their jobs because they are less reliant on mental energy to control their emotions. The COR theory asserts that adequate resources contribute to optimal human performance and enable productive adaptation to high levels of stress in the workplace (Alarcon, 2011). Hence, the findings of this investigation are in line with the SET is one of the earliest ideas to describe human interaction and focuses on the interactions among individuals as a result of trade in goods and services. In the theoretical model, the mechanism is present to provide a radical explanation of the dynamics and character of the relationships inherent in society (Erdogan & Enders, 2007).

The results of this study are thus in line with the premise of the ACT model of effectiveness (Hayes et al., 2006), which holds that psychological flexibility enables individuals to give up inefficient methods of dealing with undesirable thoughts and sensations (Kopperud et al., 2021). Such considerations in this study are focused on the stress brought on by workover load. Psychologically flexible employees experiencing work overload can cope with pressure demands. High quality LMX relationships help employees to accept personal setbacks, act on their values and aspirations (Biglan, Hayes, & Pistorello, 2008).

LMX development challenges arise from limited resources, personality, and style differences, but organizations can adapt selection practices to more psychologically flexible workers. Additionally, it may be advantageous to adopt initiatives designed to foster psychological flexibility inside the firm, in addition to hiring people who already possess this trait. In addition, this strategy gives academics and practitioners something concrete to aim towards as they build programs, policies, and practices for the workplace that are meant to improve employees' health and well-being.

Although this research may have significant practical and theoretical implications, it is vital to understand the current results with consideration of their possible limitations. Due to the nature of cross-sectional data, no inferences about causation or reversal of causation can be made. Cook, Campbell, and Shadish (2002) state that more experimental research is needed for this reason. Second, the research does not account for the perceptions of leaders on WOL, LMX, and PF. A more complete comprehension of the topic can be attained by doing the research in a variety of cultural contexts and institutional settings. The use of qualitative analysis is recommended to deepen the topic and the consultation of the leaders as part of the research process.



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There is no conflict of interest reported by the authors.

Ethics Statement

The authors have reported that they obtained Ethical Committee Approval from Osmaniye Korkut Ata University on 01/06/2023 with the number E.122492

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