

Wellbeing in the Digital Age: The Influence of Ethical Leadership and Organisational Culture via Work Engagement and Psychological Capital

Samina Qasim^{1*} and Maria Zafar¹

1-Baharia University, Karachi

*Corresponding Author: samina.qasim110@gmail.com

ABSTRACT

In Pakistan, ethical leadership (EL) is rare in practice in organisations, although leadership style plays a crucial role in employee well-being (EWB) worldwide. In this context, the research hypothesizes that psychological capital mediates the relationship between ethical leadership and employee well-being. The significance and existence of employee well-being will be highlighted on the bases of Job Demand Resource (JD-R) Model to investigate the impact of organizational culture (OC) and ethical leadership on employee wellbeing via the mediating mechanism of work engagement (WE) and the moderating role of psychological capital (PC) in Pakistan. The research approaches the study by distributing structured questionnaires to 289 IT sector employees working in remote settings in Karachi, Pakistan. Hypothesis testing was carried out using Partial Least Squares-Structured Equation Modelling (PLS-SEM). The study finds that organizational culture has a significant impact on employee well-being and that work engagement mediates the relationship between organizational culture and employee well-being. Substantially, the research implicates that organizations should create an environment that fosters the overall employee wellbeing that will boost the performance on both individual and at organizational levels because a culture where employees are given freedom, it enhances their work engagement leading to a positive wellbeing that is crucial in remote workers especially due to fewer interactions with the colleagues and leadership.

Article Type: Original

OPEN ACCESS



Copyright © 2024 The Authors

Received:
14 November, 2024

Revised:
26 November, 2024

Accepted:
17 December, 2024

Published:
31 December, 2024

Keywords: *Remote work, IT Sector, ethical leadership, psychological capital, employee wellbeing, Karachi, Pakistan*

JEL Classification: *I31, M14*

How to cite this article (APA): Qasim, S., & Zafar, M. (2024). Wellbeing in the Digital Age: The Influence of Ethical Leadership and Organisational Culture via Work Engagement and Psychological Capital . *JISR management and social sciences & economics*, 22(4), 64–89.

INTRODUCTION

The COVID-19 pandemic has changed the lives, habits, attitudes, and expenditures of millions of individuals and businesses around the globe. A report by Company (2021) states that the expenditures within China, Western Europe, and the U.S have dropped from 26% to just 11%, affecting both the consumers and the businesses. Robinson (2022) suggests that work from home is becoming new practice around the globe, with computer-based jobs topping the charts, especially after the pandemic. Another report by Wells (2024) reveals that the demand for on-site work has dropped from 35% to 31% in the first quarter of 2024, and adoption of structured hybrid work has increased from 20% in 2023 to 37% in 2024 and this trend is expected to increase in 2025 too.

Data published by and (2024) supported the global trends of remote work as well, with 50% of urban workers went remote during the pandemic, and this trend was most noticeable in cities like Karachi, Lahore, and Islamabad, where internet and digital infrastructure were more developed. Since the study is about the IT sector, what does the statistics show about remote work in the IT sector? According to Institute (2023), on average, an employee in the IT sector globally went to the office just more than 3 days a week. World Economic Forum (2024) highlighted computer-based jobs as the sector offering the highest number of remote jobs, which is also true in the context of Pakistan.

There has been a rapid shift in working solely from home in fall 2020 and implementation of a hybrid working condition— a flexible approach to working that combines elements of remote and in-office work— from the summer of 2021, from individuals with a science, technology, engineering, and mathematics (STEM) related field of study or job (Logansen et al., 2024). Remote work is beneficial in enhancing work engagement (Li et al., 2024) and better performance and work-life balance of employees (Lorentzon et al., 2024). The other side of the coin is that remote work can negatively affect employee wellbeing (Mahomed et al., 2023). Moreover, in remote settings, digital criticism is another factor affecting employee mental wellbeing (Chen, 2024). Digital leadership limits the flow of communication to a one-way stream, causing disengagement from workers, compromising their wellbeing (Terkamo-Moisio et al., 2024). In the IT sector of India, both psychological and subjective well-being of the employees were affected when they worked from home (S. Agarwal et al., 2019). These findings are also supported by Eisenberg's (2023) report, which highlights that remote work can cause employee isolation, reduced work-life balance, and decreased mental and emotional well-being.

In addition to this, employee well-being can also be affected by cultures within the organizations, leadership styles, psychological state of an employee, and

work engagement. Li et al. (2024) discussed the type of organizational culture that resulted in employee turnover intention, and results indicated that the dominant culture is the reason for the highest intention of employees to leave an organization. Ramantswana et al. (2024) linked employee wellbeing with open plan offices; these plans foster employee knowledge sharing and engagement, resulting in social and mental wellbeing. Furthermore, the nature of the job, such as a human services job, can also cause employee burnout and affect their wellbeing (Pharris, 2024).

Despite the identified relationships, the mediating and moderating mechanisms linking organizational culture and ethical leadership to employee wellbeing are novel. Drawing from the Job Demand Resource (JD-R) Model, this study proposes work engagement — a state of being deeply involved in and passionate about a job — as a likely mediator (Arulsenthilkumar et al., 2024; Filiz et al., 2024; Kissi et al., 2024). Additionally, psychological capital — a positive psychological state that can improve performance and well-being — is introduced as a potential moderator (Hussain and Shahzad (2022).

In essence, this paper aligned with the Sustainable Development Goal (SDG) 3, i.e., (Ensure healthy lives and promote well-being for all at all ages), scours into the complexity of organizational culture and ethical leadership and its propitious impact on employee wellbeing, shedding light on the mediation of work engagement and moderation by psychological capital. This study presents several contributions. First, it lays a rigorous understanding of organizational culture and ethical leadership. Second, it illuminates the "Tripartite Relationship" between ethical leadership and employee wellbeing by showcasing the mediating role of work engagement (Garg & Singh, 2020). Third, it highlights the sophisticated role of psychological capital in the dynamics of organizational culture and ethical leadership. Fourth, it underpins the JD-R Model, offering a fresh perspective on organizational culture and ethical leadership on employee wellbeing.

The remainder of this paper is structured as follows. First, it delves into the theoretical framework underpinning this study, reviewing relevant literature to establish a solid foundation. Next, the outline of the research methodology, detailing the research design, data collection methods, and data analysis techniques employed are illustrated. Subsequently, the empirical findings, analyzed data to test the proposed hypotheses, have been discussed. Finally, the conclusion is derived by summarizing the key findings, discussing the implications, and offering recommendations for future research.

Theoretical background and Hypotheses development

Job Description Resource (JD-R) Model

The job demand resource (JD-R) model (Demerouti et al., 2001) – a powerful human resources management tool (Bakker & Demerouti, 2007) – serves as the underpinning theory of this study. The theory illustrates how employee wellbeing and work outcomes are affected by job demand and resources (Tummers & Bakker, 2021). Furthermore, the theory emphasizes that strain is caused by the imbalance between high job demands and fewer resources available to meet those demands, and organizations can minimize strain by increasing resources to foster employee wellbeing (Brozovic et al., 2024). Job demands such as work-from-home conflicts negatively affect employee wellbeing, whereas job resources such as effective communication, social support, and autonomy positively impact employee wellbeing (Mahomed et al., 2023). Several past researchers incorporated the JD-R model, such as P. Agarwal (2021), Radic et al. (2020), and Sarmah et al. (2022).

Organizational Culture

Derived from the fundamental concept of culture, organizational culture is the set of values, norms, rules, and regulations that an organization tends to possess shaping employee behaviors and performance (Abawa & Obse, 2024; Aggarwal, 2024; Joseph & Kibera, 2019; M. A. Khan et al., 2020; Schein, 1990). Employees' positive behaviors and innovation are associated with organizational culture (Aggarwal, 2024; Ng et al., 2024; Smollan & Mooney, 2024). Organizational culture is seeking utmost importance since the post-COVID era, and a new engaging culture building is already in place where everyone gets involved and takes responsibility (Yohn, 2021).

Ethical Leadership

Ethical leadership is defined as a leader's interpersonal skills with the essence of ethics, such as trust, integrity, justice, and charisma portrayed via a two-way communication (Brown et al., 2005; Lim, 2024). Ethical leadership promotes employee ethical voice (Y. Zheng et al., 2022), job satisfaction and organizational commitment (Aunin et al., 2024), organizational and employee performance (Dogbe et al., 2024), and employee service behavior (Rasheed et al., 2024). Ethical leadership can create an environment in the organizations where environmental, social, or governmental (ESG) compliances are not compromised (Zahari et al., 2024). Employees share their knowledge and portray ethical voice behavior in organizations where they feel the leader is ethical and they can fully utilize their capabilities (Bai et al., 2017; Halbusi et al., 2023; Sun et al., 2024).

Psychological Capital

Psychological capital or PsyCap is a positive state of mind that includes: self-efficacy (self-resilience in dealing with challenges), optimism (positive expectations for the future), hope (determination), and resilience (accomplishment despite obstacles) (Luthans et al., 2006). Positive goal pursuits, self-efficacy beliefs, intrinsic motivation, and deep learning strategies are some of the ways in which psychological capital can be portrayed (Verdín, 2024). PsyCap can lead to increased professional wellbeing (Zewude et al., 2024), women entrepreneurs (Kadiyono and Sulistiobudi (2024), subjective well-being and smoother academic adjustments (Dwinanda & Nugraha, 2023).

Work Engagement

Work engagement is the degree to which an employee is engaged mentally, physically, and emotionally with the job (Kahn, 1990). Work engagement can be boosted by psychological and social capital via the use of employee behavior (Biswal et al., 2023). Team social support tends to increase employee work engagement, while toxic leadership abrades employee work engagement (Lee et al., 2024). Other leadership styles, such as spiritual leadership (Samul, 2024), can result in work engagement. Career satisfaction and work engagement are lower in female employees who consider the glass-ceiling effect (Sunaryo et al., 2024).

Employee Well-being

Well-being can have many dimensions depending on its use and concern of study, including but not limited to: physical, social, mental, psychological, workplace, emotional, financial, and spiritual. One aspect of mental health is well-being, and mental health can impact both individuals and organizations (Keeman et al., 2017; Warr, 1987). Employee well-being is crucial in bringing out creative behavior (Chan & Chu, 2024). A job not only provides financial support to the employees but is also the source of mental stability, health, and well-being (Yadav et al., 2022).

Organizational Culture and Employee Well-being

Organizational culture plays an essential role in employee well-being, employment expectations, and performance (Smollan & Mooney, 2024). In the study conducted by Douglas et al. (2024), employees commented that if an environment is provided where concerns are being listened to and workload is managed appropriately, well-being can be improved significantly. Organizations with a high level of role ambiguity can result in employees being emotionally exhausted (Mwakyusa & Mcharo, 2024), affecting their emotional well-being. Financial well-being, such as pay for work, decreases the intentions of employees

to leave an organization, and this relationship is lower in low-income employees (Bull et al., 2024). Peña et al. (2024) took an employee-centric approach and associated sustainable human resources management with employee well-being and concluded that organizational support and organizational performance can enhance employee well-being. Subramaniam et al. (2024) identified eight dimensions which influences the employee intension to continue working in contract offices in Malaysia, the dimensions are; supportive management, work-life balance, compensation, and benefits, working environment, career development, rewards and recognition, training and development, and health support. These dimensions cover both the organizational culture aspect and well-being respectively. So, this leads to the following hypothesis:

H1: Organizational Culture has a significant positive impact on Employee Well-being.

Ethical Leadership and Employee Well-being

There are evidences in the past of the relationship between the different dimensions of positive leadership and well-being of employees (Azila-Gbettor et al., 2024). The leader can enrich employee innovation and their creativity if they are being listened to in the organizations and provided with the support they need (Njaramba, 2024). When leaders give up their own interests for the sake of organizations or followers, this results in an organizational citizenship behavior (Mostafa & Bottomley, 2020; Su et al., 2023) by the employees and positively fosters well-being (Iqbal et al., 2022). If the leader shows ethical voice and behavior, employees' well-being is taken care of, which can lead to increased employee task performance ability (Xia et al., 2024). In organizations, it is the role of ethical leadership to teach employees what must be learned and what should not be (M. A. S. Khan et al., 2024). Ethical leadership positively affects the overall work environment (Azila-Gbettor et al., 2024). Based on the pieces of evidence, it is hypothesized that:

H2: Ethical Leadership has a significant positive impact on Employee Well-being.

Work Engagement as a Mediator

Work Engagement (WE) can be divided into three dimensions, namely: cognitive engagement, emotional engagement, and physical engagement (Huang et al., 2022). These dimensions together make an employee engaging in the workplace.

Work engagement has not been previously used as a mediator between organizational culture and employee well-being. Previously, there has been a role of a mediator in the relationship between organizational culture and employee well-being such as the use of perceived organizational support (Ekmekcioglu &

Öner, 2024) and mission valence (how employees perceive an organization's purpose or social contribution) (Bosak et al., 2021). In the past, there is evidence of a mediator being used between the relationship of ethical leadership and employee well-being, such as elevation feeling (Bozaci & Gürer, 2024), job satisfaction, employee voice (Ejaz et al., 2022), and perceived organizational support (Cheng et al., 2022).

Evidence of work engagement as a mediator is shown from the relationships between transformational leadership and job performance (Fernando & Jayawardana, 2024; Lai et al., 2020), job involvement and effective communication (Scrima et al., 2013), personality characteristics and work engagement & mental health (Tisu et al., 2020), high performance work practices (selective staffing, job security, teamwork and career opportunities) and employee performance (Karatepe & Olugbade, 2016), depression, self-efficacy & job performance and life satisfaction (Morales-García et al. (2024), psychological capital (PsyCap) and job performance (Abukhalifa et al., 2024), and flexible work & job performance (Naqshbandi et al., 2024).

Previous literature lacked the relationship between both organizational culture and ethical leadership on employee well-being, with the mediating role of work engagement, so based on the evidence gathered on work engagement as a mediator, it is hypothesized that:

H3: Work engagement mediates the relationship between organizational culture and employee well-being.

H4: Work engagement mediates the relationship between ethical leadership and employee well-being.

Psychological Capital (PsyCap) as a moderator

The literature on Psychological Capital (PsyCap) has experienced exponential growth, particularly since 2017. Chinese researchers have made a significant contribution, publishing 577 articles between 2019 and 2023. While the influence of leadership-related antecedents appears to have reached a plateau, research has increasingly turned to the role of social support, perceived organizational support, and psychological well-being. This emerging trend is further emphasized by the growing body of work examining the relationship between PsyCap and work engagement, job satisfaction, and job performance (Pham et al., 2024). Psychological capital or PsyCap is affiliated with employee performance and behavior, but Relationship PsyCap and Health PsyCap can determine one's overall well-being (Luthans et al., 2013). Positive PsyCap, such as self-efficacy, can lead to increased work engagement and resilience, resulting in organizational engagement (Toth et al., 2023).

Previous literature shows that PsyCap moderated the relationship between job insecurity and job performance (Darvishmotevali & Ali, 2020), perceived organizational support and organizational trust & commitment (Shukla & Rai, 2015), authentic leadership and employee green creativity (Ng et al., 2024), cumulative risk and mental health (Xiong et al., 2020), employee morale and turnover intentions (Obeng et al., 2021), and fear of COVID-19 infection and burnout (Basar et al., 2024).

There is not much evidence of the role of PsyCap as a moderator between organizational culture and employee well-being. However, a moderator such as perceived organizational support (Le et al., 2023) has been previously used between organizational culture and employee well-being. As of the relationship between ethical leadership and employee well-being, job satisfaction (Kaffash-poor & Sadeghian, 2020), and self-efficacy (Aftab et al., 2023) are used as moderators. Based on these evidences, the following hypotheses are developed.

H5: Psychological capital (PsyCap) moderates the relationship between organizational culture and employee well-being.

H6: Psychological capital (PsyCap) moderates the relationship between ethical leadership and employee well-being.

The hypotheses are shown diagrammatically in Fig. 1.

Research Methodology

Research design

The research deployed a correlational quantitative approach in studying the relationship between variables. Such as organizational culture and ethical leadership on employee well-being. The correlational non-contrived setting research design helps researchers study the relationship between variables without manipulating them. Data was collected cross-sectionally using 5 5-point Likert scale (1 being strongly disagree to 5 being strongly agree) structured questionnaires and was analyzed using structural equation modelling using SmartPLS. Constructs are adopted from different prior studies. The breakdown of these constructs and their adoption is illustrated in Table 1; the questionnaire is attached in the Appendix (Table 3).

Population, sample size, and sampling technique(s)

The study aims to identify the role of organizational culture and ethical leadership on employee well-being via the moderating role of PsyCap and the mediating role of work engagement. Employee well-being fosters a positive work environment in the organizations, helping employees in their physical and mental health. The population of this study are employees working

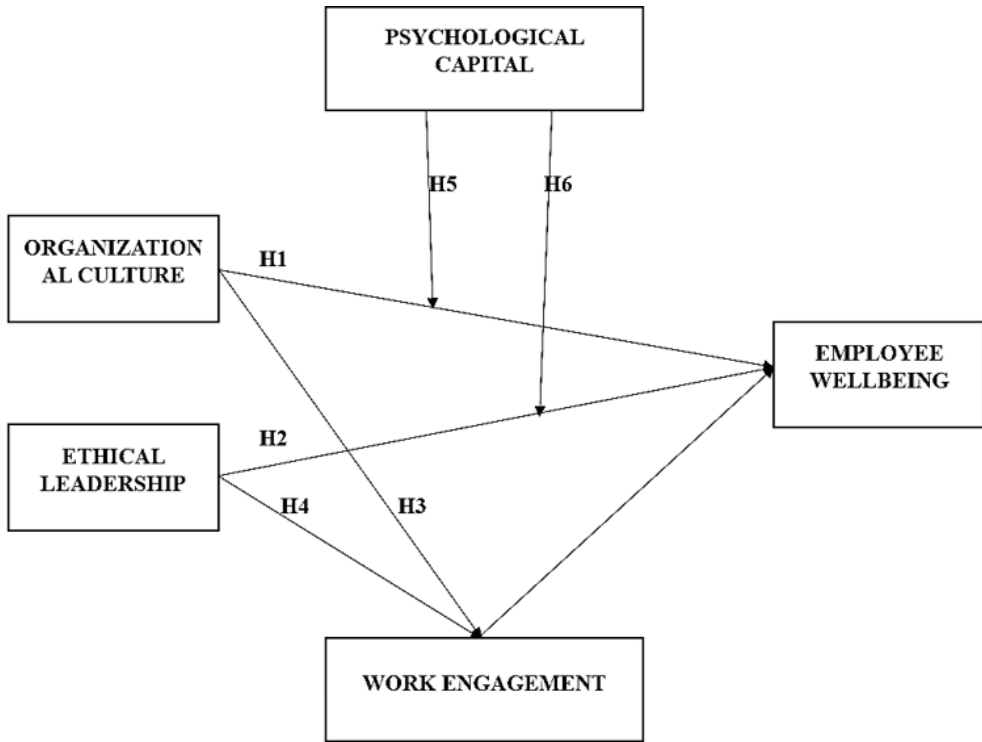


Figure 1: 1: Proposed Research Framework **Source:** Authors’ own creation

remotely in Pakistan after the COVID-19 pandemic. Due to the lack of a properly administered database available, a nonprobability purposive sampling technique was used to collect data from the employees working in the IT sector of Karachi, Pakistan. The IT sector has the highest number of remote employees nationally and internationally, with Karachi leading the chart in Pakistan.

Table 1.

Constructs	No. of Items	Source
Employee Wellbeing	18	X. Zheng et al. (2015)
Organizational Culture	10	Salehipour (2018)
Ethical Leadership	5	Brown et al. (2005)
Work Engagement	9	Seppälä et al. (2009)
Psychological Capital (PsyCap)	5	Szerdahelyi et al., (2022)

1: Source of Instruments **Source:** Authors’ own creation

The sample size for the study suggested by Soper (2024) calculator is 300 IT professionals working remotely in Karachi. The study collected data from 306 respondents, of which 289 responses were used in the analysis of the results, resulting in a response rate of 94.4%. Demographic information of the respondents is illustrated in Table 3.

RESULTS AND DATA ANALYSIS

Partial Least Square Structured Equation Modelling (PLS-SEM)

Introduced by Wold (1975) and Lohmöller (1989), PLS-SEM has become an important aspect of modern business and social science research over the years (Hair et al., 2024). PLS-SEM allows researchers to better analyse complex models and the relationships between their variables (Richter et al., 2016). This method is well-suited for both measurement and structural model assessments, particularly when dealing with smaller sample sizes or non-normally distributed data. Unlike covariance-based Structural Equation Modeling (SEM), PLS-SEM does not impose stringent distributional assumptions, offering greater flexibility in data analysis (Hair et al., 2019).

Table 2.

	Frequency	%	
Age	20-25	115	39.8
	26-35	162	56.1
	36-45	12	4.2
	46-55	0	0
	55 and above	0	0
Gender	Male	257	88.9
	Female	32	11.1
Education	Undergraduate/Bachelors	224	77.5
	Graduate and post-graduate	65	22.5
Experience	1-2	154	53.3
	2-3	65	22.5
	3-4	31	10.7
	4-5	17	5.9
	More than 5	22	7.6

2: Sample Characteristics (N = 289) Source: Authors’ own creation

Outer model measurement

When applying the PLS-SEM approach, it is essential that the outer model is first validated before the inner model. The study incorporated convergent and discriminant validity to validate the outer model. First, the reliability of the measurements is tested using construct reliability. The threshold value of construct reliability and factor loadings is greater than 0.7 (Fornell & Larcker, 1981; Jöreskog, 1971; Najmi et al., 2023; Raykov, 1997). All the construct reliability and factor loadings values are above the threshold of 0.7, as shown in Table 3.

Convergent validity assesses the internal consistency and the degree to which multiple measures of the same construct converge (Bagozzi, 1981; Campbell & Fiske, 1959; Nunnally & Bernstein, 1994; Schriesheim & Cogliser, 2009). When evaluating the convergent validity of measurement instruments, the initial and critical step involves examining the magnitude and statistical significance of the factor loadings. The acceptable ranges of standardized factor loadings differ for many researchers such as 0.4 (Stevens, 2002) or 0.5 or ideally 0.7 (Hair et al., 2009). Alongside the standardized factor loadings, the average variance extracted (AVE) is also used in assessing the convergent validity. AVE quantifies the extent to which a construct's variance is attributable to the construct itself, relative to the variance attributable to measurement error, helping in determining the quality of a measure by assessing the proportion of variance explained by the underlying construct (Santos & Cirillo, 2021). The acceptable value for AVE is 0.5 and above, indicating that the latent construct explains no less than 50% of the indicator variance (Fornell & Larcker, 1981; Yu et al., 2022). The values of standardized factor loadings and the average variance extracted (AVE) are above the suggested threshold, indicating the validity of the measurements.

3: Convergent Reliability and Validity. **Source:** Authors' own creation

Before testing the inner model, it is very important to test the discriminant validity. Discriminant validity tells how a construct is distinguished and differentiated from other constructs. Convergent validity is the first condition to establish discriminant validity (Bagozzi & Phillips, 1982). The 1981 Fornell & Larcker criterion can be seen in Table 4, where it can be observed that the diagonal value in each column is greater than all the other values, indicating discriminant validity of the model.

The reliability and validity of the model is also illustrated diagrammatically in Fig. 2.

Inner model measurement

Inner model measure, also called structural model and hypotheses testing, is the stage where the proposed hypotheses are tested once the model is fit and tested for reliability and validity. Table 5 shows the details of the hypotheses

Table 3.

Con-structs	Items	p-Value	Load-ings	Cronbach Alpha	Composite Reliability (CR)	Average variance extracted
Employee Wellbeing	EWB9	0.000	0.710	0.765	0.770	0.585
	EWB10	0.000	0.795			
	EWB11	0.000	0.768			
	EWB12	0.000	0.790			
Organi-zational Culture	OC4	0.000	0.836	0.722	0.744	0.521
	OC5	0.000	0.649			
	OC6	0.000	0.669			
	OC10	0.000	0.718			
Ethical Leadership	EL2	0.000	0.713	0.789	0.813	0.609
	EL3	0.000	0.791			
	EL4	0.000	0.765			
Work Engagement	EL5	0.000	0.847	0.833	0.864	0.597
	WE2	0.000	0.826			
	WE3	0.000	0.788			
	WE5	0.000	0.800			
	WE8	0.000	0.734			
Psycho-logical Capital	WE9	0.000	0.709	0.757	0.769	0.674
	PC1	0.000	0.785			
	PC2	0.000	0.877			
	PC3	0.000	0.796			

tested for the study, and Fig. 3 is the diagrammatic representation of the tested hypotheses.

Out of the six proposed hypotheses, only 2 were accepted and four were rejected. These are quite interesting results that will lead to new insights in the literature of employee wellbeing, especially in the context of Pakistan. A comprehensive discussion on these results is presented in the subsequent section.

4: Discriminant Validity (Fornell & Larcker criterion). Source: Authors’ own creation

R² is the value used to determine the predictive power of the model. In this study, Employee wellbeing has an R² value of 0.427, indicating that 42.7% of its variance can be explained by its predecessor variables, Organizational Culture and Ethical Leadership. This R² value suggests a moderate level of predictive accuracy, implying that Organizational Culture and Ethical Leadership are moderately

Table 4.

	EL	EWB	OC	PC	WE
EL	0.781				
EWB	0.263	0.766			
OC	0.598	0.413	0.722		
PC	0.329	0.610	0.466	0.821	
WE	0.277	0.510	0.412	0.583	0.772

good predictors of Employee Wellbeing. Work Engagement shows an R² value of 0.177, meaning that Organizational Culture explains 17.7% of its variance. This R² value indicates a weak level of predictive accuracy, suggesting that while Organizational Culture does contribute to predicting Work Engagement, it is not a strong predictor. The results are illustrated in Table 6.

DISCUSSION

In the late 2020, individuals and businesses faced a one-of-a-kind challenge in the form of COVID-19 that completely transformed the world order. Among many changes, the pandemic is widely considered to be the pioneer of modern-day remote and strategic hybrid work settings adopted by millions of individuals and organizations around the globe. Remote work has become a globally recognized reality, even among those who were previously resistant to its adoption. Remote work can foster employee workload management, increase their job satisfaction, and help management to manage their work-life balance while socially supporting them (Lorentzon et al., 2024). Though remote work can increase employee motivation, greater creativity, increased productivity, and better organization of the work, it can lead to social isolation, loneliness, lack of communication and team building (Kozioł-Nadolna, 2024).

Table 5.

Hypothesis	Estimates	SD	t-Value	p-Value	Decision
H1: OC EWB	0.133	0.066	2.027	0.043	Accepted
H2: EL EWB	0.011	0.080	0.139	0.890	Rejected
H3: OC WE EWB	0.077	0.026	3.005	0.003	Accepted
H4: EL WE EWB	0.020	0.016	1.271	0.204	Rejected
H5: PC x OC EWB	-0.042	0.057	0.740	0.459	Rejected
H6: PC x EL EWB	-0.038	0.068	0.555	0.579	Rejected

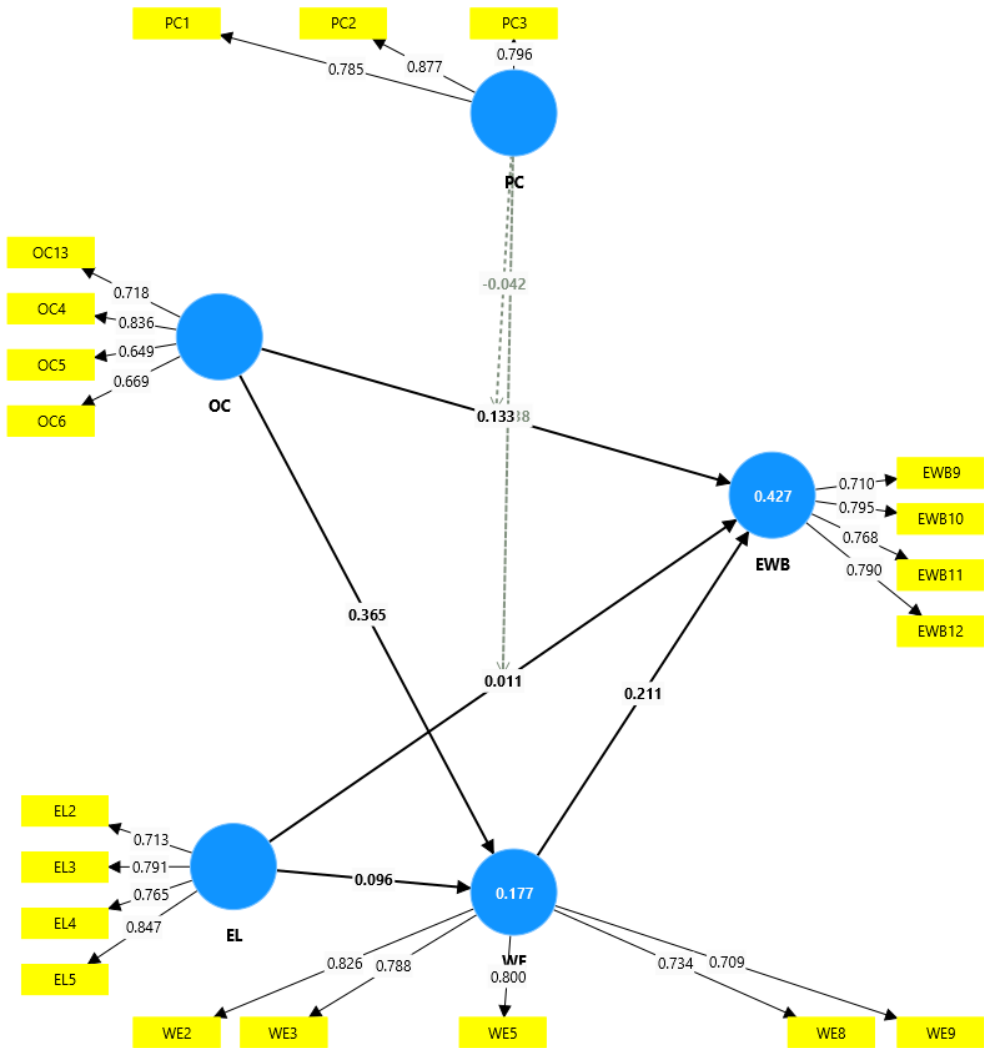


Figure 2: 2: Reliability and Validity analysis *Source: Author's own creation*

5: Hypotheses Testing *Source: Authors' own creation*

The study is conducted in a developing country such as Pakistan, where the topic of wellbeing is not much of a discussion, both on individual and organizational levels. The variables used in this study give us insight into the variables that can lead to employee wellbeing, such as cultures in organizations, ethical leadership, work engagement, and psychological capital.

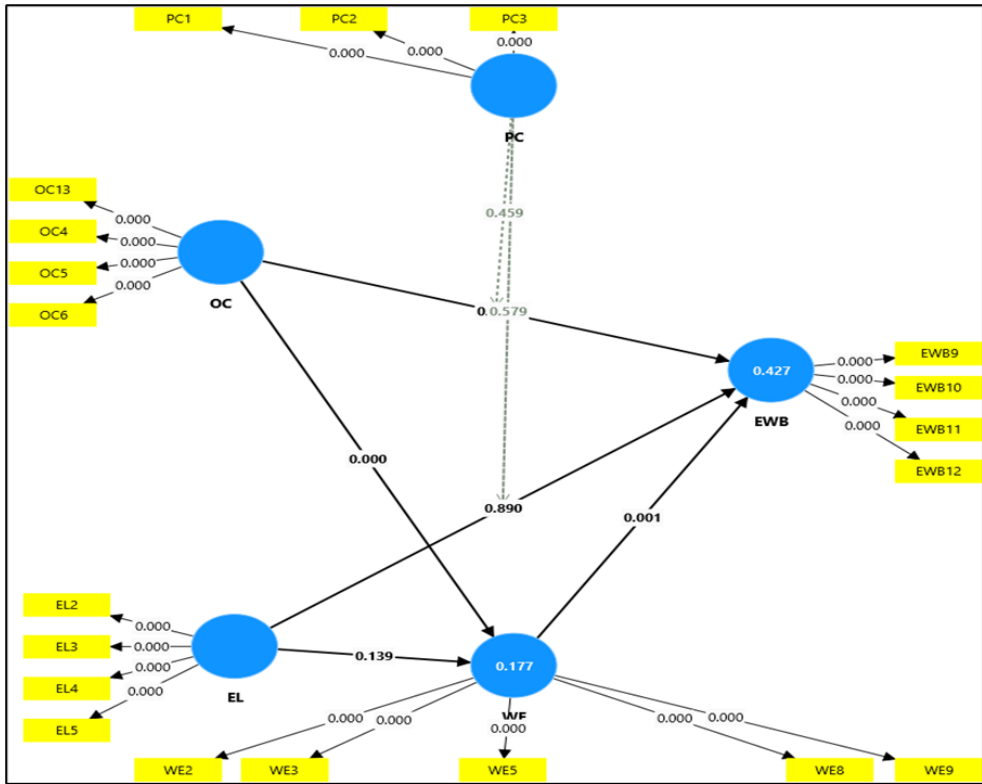


Figure 3: 3: Hypotheses testing *Source: Authors' own creation*

The research discloses a positive relationship between organizational culture and employee wellbeing resulting in acceptance of the proposed hypothesis H1. The culture within any organization impacts the mental and physical wellbeing of employee, and this finding is consistent with the findings of (Douglas et al., 2024; Peña et al., 2024; Smollan & Mooney, 2024). The findings align with the previous literature that the culture within the organization such as supportive, sustainable, and where concerns are listened can result in positive and increased employee wellbeing.

In addition, the research made a shocking revelation that ethical leadership does not affect employee wellbeing, resulting in rejection of H2. This finding opposes previous literature findings such as Iqbal et al. (2022), Njaramba (2024) and Xia et al. (2024). The previous literature indicated a relationship between the different leadership styles and employee’s wellbeing including ethical leadership. Pakistan, being a developing country with a fragile economy, thrives hard at the global level, and this is also reflected in the local organizations

within Pakistan. Even though ethical leadership has gained an increasing amount of scholarly attention, most of the studies are from the West. In the context of Pakistan, ethical leadership is still an untapped area both in terms of research and practice. This argument is also supported by Hameed et al. (2023), who argue that ethical leadership is what employees desire, but unfortunately, it is absent from the majority of the organizations within Pakistan, especially in the public sector.

Table 6.

Endogenous latent variable	Predecessor variables	R ²	Level of predictive accuracy
Employee wellbeing	Organizational culture	0.427	Moderate
	Ethical leadership		
Work engagement	Organizational culture	0.177	Weak

e 6: Endogenous latent variable R²values summary **Source:** Authors’ own creation

The research opens a novel aspect of wellbeing with respect to work engagement as a mediator. Organizations where employees are listened to tend to increase their work engagement, leading to increased employee wellbeing, supporting H3. The finding is consistent with the findings of Douglas et al. (2024), which revealed that if an engaging environment is provided in which employees are listened to and included in the organization, it can lead to increased employee wellbeing. In remote settings, communication and engagement are the key for an effective remote work environment, and organizations in Pakistan lack policies and practices regarding these practices (Li et al., 2024). This research illuminates a novel dimension of organizational practices within Pakistan, revealing a deficiency in ethical leadership and work engagement. These shortcomings stand in contrast to findings from numerous international studies suggesting that improvements in these areas correlate with enhanced employee well-being. Consequently, our proposed hypothesis H4 is rejected.

Concerning H3 and H4, the results show an insignificant relationship between organizational culture and ethical leadership on employee wellbeing moderated through psychological capital. The aspect of psychological capital in terms of managerial research and literature is barely available in the context of Pakistan and needs to be further studied in terms of employee wellbeing (Sarwar et al., 2017). As discussed earlier, considering the cultures that Pakistani organizations portray and the lack of ethical leadership within organizations pose a significant challenge in terms of the psychological capital of employees affecting their wellbeing

CONCLUSION

Underpinning the Job Demand Resource (JD-R) Model, the research investigates the relationship between organizational culture and ethical leadership on employee wellbeing through the mediating effect of work engagement and the moderating effect of psychological Capital (PsyCap). The results revealed interesting findings in the literature. The study is conducted in Karachi, Pakistan, a developing country where employee wellbeing is not much discussed. The results show that out of six proposed hypotheses, only 2 (H1 and H3) were accepted, leading to some significant theoretical and practical implications, and limitations of the study.

Theoretical implication(s)

The study has several theoretical implications that can contribute to the literature. The research considers the other side of picture for remote worker, that is, their wellbeing. Though employee wellbeing is not an unprecedented concept in management and social sciences research, but its implication in developing countries is scarce.

The findings of the study point new directions concerning employee wellbeing in a developing country. Firstly, the findings of the study contribute significantly to the limited research on the effect of remote working settings on employee wellbeing, especially in a developing country where employee wellbeing is always compromised. Remote work is the new normal globally but its downside in terms of compromised wellbeing is also something to consider. Furthermore, the study unfolds that organizational culture is related to employee wellbeing. An organization with a culture of involvement, open to feedback, learning, growth, and support fosters employee's mental and physical wellbeing and employee feels relaxed working in such cultures as supposed to cultures that limits employee in terms of their freedom.

Furthermore, a culture like this also increases employees' engagement. Employees will be more engaged and into the work that they are performing, which will lead them to be happier with what they are doing and thus increase their wellbeing. Finally, the study underpins the Job Demand Resource (JD-R) Model as the theoretical base for the study. Despite the wide recognition of this model in several studies with respect to wellbeing, its implication with studying the wellbeing in remote setting is novel. It gives a new dimension of how the theory can also be implemented with the resources available in the remote work environment. Employees in a remote work environment have different resources and demands for their jobs. This gives a fresh idea on how these resources can be used in meeting those demands and considering the wellbeing of employees.

Practical implication(s)

Employee wellbeing is the upmost priority of majority of the organizations globally. In achieving so, organizations spent a considerable amount of time and capital. The study has some practical implications that can benefit organizations and employees. Organizations must priorities employees' wellbeing by promoting a culture where they can thrive and are open to new ideas. This will help them bring the best versions of themselves. Organizations should support the employees and seek their feedback on matters and other decisions that can boost their wellbeing and give them a sense of work engagement. Furthermore, ethical leadership is one missing element in developing countries such as Pakistan. Organizational leaders should practice ethical leadership that will also lead to a culture where employees are listened to and valued, leading to increased psychological capital of the employees and increased work engagement, thus leading to better wellbeing.

LIMITATION(S) AND FUTURE RESEARCH

Though statistical tests have been conducted thoroughly to ensure that the effect of common method variance (CMV) is neutralized, it certainly is still a limitation of research like this that incorporates a self-administered questionnaire as the source of data collection. In addition to this, the study is limited in terms of data as the collection took place only in Karachi, Pakistan. More cities of Pakistan, such as Lahore and Islamabad, can also be included in the data collection, as well as other developing countries, like Pakistan, to further investigate the topic in other developing countries. Furthermore, the study is based on remote work settings, and there is also future research potential on studying these variables in structured hybrid settings, as well as answering the question of whether hybrid work settings also have the same effect on wellbeing as a fully remote setting.

REFERENCES

- Abawa, A., & Obse, H. (2024). Retrieved from <https://doi.org/10.1080/23311975.2024.2324127>
- Abukhalifa, A. M. S., Kamil, N. L. M., & Yong, C. C. (2024). How psychological capital shapes social workers' job performance: The mediating role of work engagement. *Journal of Human Behavior in the Social Environment*, 34(1), 16–37.
- Aftab, J., Sarwar, H., Kiran, A., Qureshi, M. I., Ishaq, M. I., Ambreen, S., Kayani, A. J., et al. (2023). Ethical leadership, workplace spirituality, and job satisfaction: moderating role of self-efficacy. *International Journal of Emerging Markets*, 18(12), 5880–5899.
- Agarwal, P. (2021). Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19. *International Journal of Hospitality Management*, 93.
- Agarwal, S., Garg, P., & Rastogi, R. (2019). Subjective Well-Being: Gender Differences in the Indian IT Sector. *IUP Journal of Organisational Behaviour*, 18(3).
- Aggarwal, S. (2024). Impact of dimensions of organizational culture on employee satisfaction and performance level in select organizations. *IIMB Management Review*, 36(3), 230–238.
- and, G. . P. (2024). Retrieved from https://growthify.pk/the-impact-of-remote-work-on-job-seekers-in-pakistan/#google_vignette
- Arulsenthilkumar, S., Punitha, N., & P. (2024). Mediating Role of Employee Engagement: Job Involvement, Job Satisfaction and Organizational Commitment. *Management and Labor Studies*, 49(2), 293–316.
- Aunin, J., Lüde, P., Sander, I., Vogel, R., & Wiesner, J. (2024). (Vol. 47). Retrieved from <https://doi.org/10.1080/15309576.2024.2359570>
- Azila-Gbettor, E. M., Atatsi, E. A., Tulasi, E. E., Ayimey, E. K., et al. (2024). Fostering workplace civility in the Financial Sector: The influence of ethical leadership practices and ethical work climate. *Social Sciences & Humanities Open*, 9.
- Bagozzi, R. P. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error: A Comment. *Journal of Marketing Research*, 18(3), 375–381.
- Bagozzi, R. P., & Phillips, L. W. (1982). (Vol. 27). Retrieved from <https://doi.org/10.2307/2392322>
- Bai, Y., Lin, L., & Liu, J. T. (2017). (Vol. 30). Retrieved from <https://doi.org/10.1080/09585192.2017.1308414>
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309–328.
- Basar, U., Yalcintas, M., & Iyigun, O. (2024). A Cross-sectional Survey on the Relationship Between Nurses' Fear of COVID-19 Infection and Burnout: The Moderating Role of Psychological Capital. *Journal of Health Management*(0), 0–0.
- Biswal, K., Srivastava, K. B. L., & Alli, S. F. (2023). Psychological Capital and Work Engagement: Moderating Role of Social Relationships. *Annals of Neurosciences*,

- 32(2), 108–116.
- Bosak, J., Kilroy, S., Chênevert, D., Flood, P., et al. (2021). Examining the role of transformational leadership and mission valence on burnout among hospital staff. *Journal of Organizational Effectiveness: People and Performance*, 8(2), 208–227.
- Bozaci, İ., & Güner, A. (2024). Effect of Leader Kindness on Service Sabotage and the Role of Feeling of Elevation and Employee Wellbeing: A Study of Municipal Employees in Kirikkale Province of Turkey. *SAGE Open*(4), 14–14.
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). (Vol. 97). Retrieved from <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Brozovic, D., Saito, H., & Baum, T. (2024). Well-being of hospitality employees: a systematic literature review. *International Journal of Hospitality Management*.
- Bull, R., Mcfarland, L., Cumming, T., & Wong, S. (2024). The impact of work-related wellbeing and workplace culture and climate on intention to leave in the early childhood sector. *Early Childhood Research Quarterly*, 69, 13–24.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological bulletin*, 56(2), 81–81.
- Chan, H. C., & Chu, K. M. (2024). A Multilevel Perspective on High-Performance Work System, Mindfulness, Employee Work Well-Being, and Employee Creative Engagement. *SAGE Open*(2), 14–14.
- Chen, N. (2024). (Vol. 26). Retrieved from <https://doi.org/10.1016/j.trip.2024.101174>
- Cheng, J., Zhang, L., Lin, Y., Guo, H., & Zhang, S. (2022). (Vol. 10). Retrieved from <https://doi.org/10.3389/fpubh.2022.935557>
- Company, M. . (2021). Retrieved from https://www.mckinsey.com/~/_/media/mckinsey/featured%20insights/china/china%20still%20the%20worlds%20growth%20engine%20after%20covid%2019/mckinsey%20china%20consumer%20report%202021.pdf
- Darvishmotevali, M., & Ali, F. (2020). Job insecurity, subjective well-being, and job performance: The moderating role of psychological capital. *International Journal of Hospitality Management*, 87.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499–512.
- Dogbe, C. S. K., Abloranyi, K. K., Pomegbe, W. W. K., & Duah, E. (2024). Inducing employee performance among state-owned enterprises, through employee ethical behavior and ethical leadership. *Social Responsibility Journal*, 20(7), 1378–1397.
- Douglas, V., Pattison, N., Warren, K., & Karanika-Murray, M. (2024). Wellbeing in the higher education sector: A qualitative study of staff perceptions in UK universities. *Journal of Workplace Behavioral Health*, 1–24.
- Dwinanda, H., & Nugraha, S. P. (2023). Academic Adjustment as a Mediator of Self-Efficacy in Online Learning and Subjective Well-Being in Students. *Psychosophia: Journal of Psychology, Religion, and Humanity*, 5(1), 34–45.
- Ejaz, T., Anjum, Z. U. Z., Rasheed, M., Waqas, M., Hameed, A. A., et al. (2022). Impact of ethical leadership on employee well-being: the mediating role of job satisfaction and

- employee voice. *Middle East Journal of Management*, 9(3), 310–331.
- Ekmekcioglu, E. B., & Öner, K. (2024). Servant leadership, innovative work behavior and innovative organizational culture: the mediating role of perceived organizational support. *European Journal of Management and Business Economics*, 33(3), 272–288.
- Fernando, P. B. D., & Jayawardana, A. K. (2024). Impact of individual-focused transformational leadership on individual work performance: mediating role of work engagement and moderating role of regulatory focus. *Leadership & Organization Development Journal*, 45(3), 512–525.
- Filiz, M., Karagöz, Y., Budak, O., & Erdal, N. (2024). Mediation role of work engagement in the effect of healthcare professionals' perception of organizational trust and organizational support on perception of organizational cynicism. *Current Psychology*, 43(31), 25426–25441.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39–50.
- Garg, N., & Singh, P. (2020). Work engagement as a mediator between subjective well-being and work-and-health outcomes. *Management Research Review*, 43(6), 735–752.
- Hair, J. F., Jr, Black, W. C., Babin, B. J., & Anderson, R. E. (2009). *Multivariate data analysis*. Pearson Prentice Hall.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hair, J. F., Sarstedt, M., Ringle, C. M., Sharma, P. N., & Liengaard, B. D. (2024). Going beyond the untold facts in PLS-SEM and moving forward. *European Journal of Marketing*, 58(13), 81–106.
- Halbusi, A., Ruiz-Palomino, H., Williams, P., & A, K. (2023). Ethical leadership, subordinates' moral identity and self-control: Two-and three-way interaction effect on subordinates' ethical behavior. *Journal of Business Research*, 165.
- Hameed, A. A., Waqas, M., Fatima, T., & Anjum, Z. U. Z. (2023). Ideals Versus Actual Practice of Ethical Leadership: A Case Study Analysis of Public Sector Organizations in Pakistan. *Global Business Review*.
- Huang, S. Y., Huang, C. H., Chang, T. W., et al. (2022). A new concept of work engagement theory in cognitive engagement, emotional engagement, and physical engagement. *Frontiers in Psychology*, 12.
- Hussain, S., & Shahzad, K. (2022). Unpacking perceived organizational justice-organizational cynicism relationship: Moderating role of psychological capital. *Asia Pacific Management Review*, 27(1), 10–17.
- Institute, M. G. (2023). How hybrid work has changed the way people work, live, and shop. *McKinsey & Company*(1).
- Iogansen, X., Malik, J. K., Lee, Y., & Circella, G. (2024). Retrieved from <https://doi.org/10.1016/j.trip.2023.100969>
- Iqbal, K., Naveed, M., Subhan, Q. A., Fatima, T., & Alshahrani, S. T. (2022). When self-sacrificial leaders induce employees' citizenship behaviors? Uncovering the nexus of

- psychological empowerment and psychological well-being. *Sage Open*(1), 12–12.
- Jöreskog, K. G. (1971). Simultaneous factor analysis in several populations. *Psychometrika*, 36(4), 409–426.
- Joseph, O. O., & Kibera, F. (2019). Organizational culture and performance: Evidence from microfinance institutions in Kenya. *SAGE open*(1), 9–9.
- Kadiyono, A. L., & Sulistiobudi, R. (2024). Linking psychological capital, technology readiness and entrepreneurial orientation to entrepreneurs' financial performance: a study of women MSMEs in Indonesia. *Cogent Business & Management*(1), 11–11.
- Kaffashpoor, A., & Sadeghian, S. (2020). The effect of ethical leadership on subjective wellbeing, given the moderator job satisfaction (a case study of private hospitals in Mashhad). *BMC nursing*, 19, 1–8.
- Kahn, W. A. (1990). (Vol. 33). Retrieved from <https://doi.org/10.5465/256287>
- Karatepe, O. M., & Olugbade, O. A. (2016). The mediating role of work engagement in the relationship between high-performance work practices and job outcomes of employees in Nigeria. *International Journal of Contemporary Hospitality Management*, 28(10), 2350–2371.
- Keeman, A., Näswall, K., Malinen, S., & Kuntz, J. (2017). Employee wellbeing: Evaluating a wellbeing intervention in two settings. *Frontiers in psychology*, 8, 505–505.
- Khan, M. A., Ismail, F. B., Hussain, A., & Alghazali, B. (2020). The interplay of leadership styles, innovative work behavior, organizational culture, and organizational citizenship behavior. *Sage Open*(1), 10–10.
- Khan, M. A. S., Du, J., Hameed, A. A., Anwar, F., Waqas, M., Kayani, A. J., Alhazmi, H. A., et al. (2024). Effects of ethical leadership on individual learning and unlearning: Mediation through affective commitment. *European Research on Management and Business Economics*(3), 30–30.
- Kissi, E., Ikuabe, M. O., Aigbavboa, C. O., Smith, E. D., & Babon-Ayeng, P. (2024). (Vol. 31). Retrieved from <https://doi.org/10.1108/ECAM-06-2023-0556>
- Kozioł-Nadolna, K. (2024). Advantages and disadvantages of remote work from the perspective of a Polish employee during the Covid 19 pandemic. *Procedia Computer Science*, 246, 3859–3867.
- Lai, F.-Y., Tang, H.-C., Lu, S.-C., Lee, Y.-C., Lin, C.-C., et al. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *Sage Open*(1), 10–10.
- Le, H., Gopalan, N., Lee, J., Kirige, I., Haque, A., Yadav, V., Lambropoulos, V., et al. (2023). Impact of Work and Non-Work Support on Employee Well-Being: The Moderating Role of Perceived Organizational Support. *Sustainability*(22), 15–15.
- Lee, M. C. C., Sim, B. Y. H., & Tuckey, M. R. (2024). Comparing effects of toxic leadership and team social support on job insecurity, role ambiguity, work engagement, and job performance: A multilevel mediational perspective. *Asia Pacific Management Review*, 29(1), 115–126.
- Li, M., Wang, W., Zhang, J., Zhao, R., Loban, K., Yang, H., & Mitchell, R. (2024).

- Organizational culture and turnover intention among primary care providers: a multilevel study in four large cities in China. *Global Health Action*(1), 17–17.
- Lim, A. T. (2024). Ethical Leadership in the Eyes of Gen Z: A Literature Review. *FIRM Journal of Management Studies*, 9(1), 83–96.
- Lohmöller, J.-B. (1989). Physica-Verlag.
- Lorentzon, J. I., Fotoh, L. E., & Mugwira, T. (2024). Remote auditing and its impacts on auditors' work and work-life balance: auditors' perceptions and implications. *Accounting Research Journal*, 37(1), 1–18.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2006). Oxford university press.
- Luthans, F., Youssef, C. M., Sweetman, D. S., & Harms, P. D. (2013). Meeting the leadership challenge of employee well-being through relationship PsyCap and health PsyCap. *Journal of leadership & organizational studies*, 20(1), 118–133.
- Mahomed, F., Oba, P., & Sony, M. (2023). Exploring employee well-being during the COVID-19 remote work: evidence from South Africa. *European Journal of Training and Development*, 47(10), 91–111.
- Morales-García, W. C., Vallejos, M., Sairitupa-Sanchez, L. Z., Morales-García, S. B., Rivera-Lozada, O., Morales-García, M., et al. (2024). Depression, professional self-efficacy, and job performance as predictors of life satisfaction: the mediating role of work engagement in nurses. *Frontiers in Public Health*, 12.
- Mostafa, A. M. S., & Bottomley, P. A. (2020). Self-sacrificial leadership and employee behaviors: An examination of the role of organizational social capital. *Journal of business ethics*, 161(3), 641–652.
- Mwakyusa, J. R. P., & Mcharo, E. W. (2024). Role ambiguity and role conflict effects on employees' emotional exhaustion in healthcare services in Tanzania. *Cogent Business & Management*(1), 11–11.
- Najmi, A., Ahmed, W., & Jahangir, S. (2023). Firm's readiness for halal food standard adoption: assessing the importance of traceability system. *Journal of Islamic Accounting and Business Research*, 14(8), 1451–1473.
- Naqshbandi, M. M., Kabir, I., Ishak, N. A., & Islam, M. Z. (2024). (Vol. 31). Retrieved from <https://doi.org/10.1108/TLO-08-2022-0097>
- Ng, C., Wider, W., Yang, C., Jiang, L., Vasudevan, A., Bhandari, P., & Lee, H. P. T. (2024). Keys factor affecting employee performance in the banking sector: a Delphi study. *Cogent Business & Management*(1), 11–11.
- Njaramba, F. (2024). Transformational leadership in a crisis: Dimensional analysis with psychological capital. *Heliyon*(16), 10–10.
- Nunnally, J. C., & Bernstein, I. H. (1994). (Vol. 3).
- Obeng, A. F., Zhu, Y., Quansah, P. E., Ntarmah, A. H., & Cobbinah, E. (2021). High-Performance Work Practices and Turnover Intention: Investigating the Mediating Role of Employee Morale and the Moderating Role of Psychological Capital. *Sage Open*(1), 11–11.
- Peña, I., Andrade, S. M., María Muñoz, R., & Barba-Sánchez, V. (2024). Wellness

- Programs, Perceived Organizational Support, and Their Influence on Organizational Performance: An Analysis Within the Framework of Sustainable Human Resource Management. *SAGE Open*(1), 14–14.
- Pham, V. C., Wong, W. K., & Bui, X. T. (2024). Publication performance and trends in psychological capital research: a bibliometric analysis. *Journal of Trade Science*, *12*(3), 180–202.
- Parris, A. B. (2024). The Protective Effects of Hope Training on the Human Service Workforce Burnout and Secondary Traumatic Stress. *Human Service Organizations: Management, Leadership & Governance*, *49*(2), 123–134.
- Radic, A., Arjona-Fuentes, J. M., Ariza-Montes, A., Han, H., & Law, R. (2020). Job demands-job resources (JD-R) model, work engagement, and well-being of cruise ship employees. *International Journal of Hospitality Management*, *88*.
- Ramantwana, T., Mmamabolo, L. B., & Appel-Meulenbroek, R. (2024). Open-plan office employees perceived mental and social well-being. *Journal of Corporate Real Estate*, *26*(3), 262–277.
- Rasheed, M. I., Hameed, Z., Kaur, P., & Dhir, A. (2024). (Vol. 77). Retrieved from <https://doi.org/10.1177/00187267231163040>
- Raykov, T. (1997). Estimation of composite reliability for congeneric measures. *Applied Psychological Measurement*, *21*(2), 173–184.
- Richter, N. F., Sinkovics, R. R., Ringle, C. M., & Schlägel, C. (2016). A critical look at the use of SEM in international business research. *International Marketing Review*, *33*(3), 376–404.
- Robinson, B. (2022). Retrieved from <https://www.forbes.com/sites/bryanrobinson/2022/02/01/remote-work-is-here-to-stay-and-will-increase-into-2023-experts-say/?ctpv=searchpage>
- Salehipour, A. (2018). The impact of organizational culture and performance work system on employees. *International Business Research*, *11*(6), 199–212.
- Samul, J. (2024). Spiritual leadership and work engagement: a mediating role of spiritual well-being. *Central European Management Journal*, *32*(3), 421–435.
- Santos, P. M., & Cirillo, M. A. (2021). Construction of the average variance extracted index for construct validation in structural equation models with adaptive regressions. *Communications in Statistics - Simulation and Computation*, *52*(4), 1639–1650.
- Sarmah, P., Broeck, A. V. D., Schreurs, B., Proost, K., & Germeys, F. (2022). Autonomy supportive and controlling leadership as antecedents of work design and employee well-being. *BRQ Business Research Quarterly*, *25*(1), 44–61.
- Sarwar, H., Nadeem, K., & Aftab, J. (2017). The impact of psychological capital on project success mediating role of emotional intelligence in construction organizations of Pakistan. *Journal of Global Entrepreneurship Research*, *7*, 1–13.
- Schein, E. H. (1990). Organizational culture. *American Psychological Association*, *45*(2), 109–119.
- Schriesheim, C. A., & Cogliser, C. C. (2009). Construct validation in leadership research:

- Explication and illustration. *The Leadership Quarterly*, 20(5), 725–736.
- Scrima, F., Lorito, L., Parry, E., Falgares, G., et al. (2013). The mediating role of work engagement on the relationship between job involvement and affective commitment. *The International Journal of Human Resource Management*, 25(15), 2159–2173.
- Seppälä, P., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Tolvanen, A., & Schaufeli, W. (2009). The construct validity of the Utrecht Work Engagement Scale: Multisample and longitudinal evidence. *Journal of Happiness studies*, 10, 459–481.
- Shukla, A., & Rai, H. (2015). Linking Perceived Organizational Support to Organizational Trust and Commitment: Moderating Role of Psychological Capital. *Global Business Review*, 16(6), 981–996.
- Smollan, R. K., & Mooney, S. K. (2024). (Vol. 54). Retrieved from <https://doi.org/10.1080/00208825.2024.2320580>
- Soper, D. S. (2024). Retrieved from <https://www.danielsoper.com/statcalc>
- Stevens, J. (2002). *Applied multivariate statistics for the social sciences* (Vol. 4). Mahwah, NJ: Lawrence Erlbaum Associates.
- Su, X., Wang, H., & Zhu, Y. (2023). The cross-level influence of ethical leadership on employee's OCBE: a two-wave study based on the social identity approach. *Front. Psychol*, 14.
- Subramaniam, S. H., Wider, W., Tanucan, J. C. M., Lim, K., Jiang, L., & Prompanyo, M. (2024). Key factors influencing long-term retention among Contact Centre employee in Malaysia: a Delphi method study. *Cogent Business & Management*(1), 11–11.
- Sun, U. Y., Xu, H., Kluemper, D. H., Mclarty, B. D., & Yun, S. (2024). Ethical leadership and knowledge sharing: A social cognitive approach investigating the role of self-efficacy as a key mechanism. *Journal of Business Research*, 174.
- Sunaryo, S., Rahardian, R., Risgiyanti, Suyono, J., & Ekowati, D. (2024). Leader-member exchange and glass ceiling: the effects on career satisfaction and work engagement. *Cogent Business & Management*(1), 11–11.
- Terkamo-Moisio, A., Paronen, E., Häggman-Laitila, A., & Lamintakanen, J. (2024). Health and social care leaders' and employees' perceptions of remote leadership and the associated factors. *Leadership in Health Services*, 37(5), 169–184.
- Tisu, L., Lupşa, D., Virgă, D., Rusu, A., et al. (2020). (Vol. 153). Retrieved from <https://doi.org/10.1016/j.paid.2019.109644>
- Toth, I., Heinänen, S., & Kianto, A. (2023). Disentangling the elements of PsyCap as drivers for work, organization, and social engagement in knowledge-intensive work. *Personnel Review*, 52(7), 1936–1952.
- Tummers, L. G., & Bakker, A. B. (2021). Leadership and job demand-resources theory: A systematic review. *Frontiers in psychology*, 12.
- Verdín, D. (2024). Unmasking the Impact of First-Generation College Students' Psychological Capital: A Person-Centered Approach. *Journal of First-generation Student Success*, 1–24.
- Warr, P. (1987). Oxford University Press.

- Wells, R. (2024). Retrieved from <https://www.forbes.com/sites/rachelwells/2024/11/08/the-year-in-remote-work-2024s-biggest-shifts/>
- Wold, H. (1975). Path models with latent variables: The NIPALS approach. *Quantitative sociology*, 307–357.
- Xia, F., Lu, P., & Wang, L. (2024). Leader ethical voice and subordinate job performance: The chain mediating role of subordinate identification with leader and leader-member exchange. *Frontiers in Psychology*, 15.
- Xiong, J., Hai, M., Wang, J., Li, Y., & Jiang, G. (2020). Cumulative risk and mental health in Chinese adolescents: The moderating role of psychological capital. *School Psychology International*, 41(5), 409–429.
- Yadav, S., Tiwari, T., Yadav, A. K., Dubey, N., Mishra, L. K., Singh, A. L., & Kapoor, P. (2022). Role of workplace spirituality, empathic concern, and organizational politics in employee wellbeing: A study on police personnel. *Frontiers in Psychology*, 13.
- Yohn, D. (2021). Company Culture Is Everyone's Responsibility. *Harvard Business Review*.
- Yu, M., Lin, H., Wang, G. G., Liu, Y., & Zheng, X. (2022). Is too much as bad as too little? The S-curve relationship between corporate philanthropy and employee performance. *Asia Pacific Journal of Management*, 39(4), 1511–1534.
- Zahari, A. I., Said, J., Muhamad, N., & Ramly, S. M. (2024). Ethical culture and leadership for sustainability and governance in public sector organizations within the ESG framework. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(1).
- Zewude, G. T., Mesfin, Y., Sadouki, F., Ayele, A. G., Goraw, S., Segon, T., & Hercz, M. (2024). A serial mediation model of Big 5 personality traits, emotional intelligence, and psychological capital as predictors of teachers' professional well-being. *Acta Psychologica*, 250.
- Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of Organizational Behavior*, 36(5), 621–644.
- Zheng, Y., Epitropaki, O., Graham, L., & Caveney, N. (2022). Ethical leadership and ethical voice: The mediating mechanisms of value internalization and integrity identity. *Journal of Management*, 48(4), 973–1002.