The Role of Empowering Leadership in Workplace Wellbeing

Yazin Salim Muhammed[1], Abbass Ahmed Mohammed[2], Ihab Zeyad Mohammed[3],
Ahmed Abdullah Amanah[4], Mohammed Faez Hasan[5]

[1]Department of Business Administration, College of Administration and Economics, University of Kerbala, Kerbala, Iraq. Yazin.s@uokerbala.edu.iq,
https://orcid.org/0009-0009-1864-6495.

[2]Al-Furat Al-Awsat Technical University, Kerbala Technical Institute, Office Management Techniques Department, Kerbala, Iraq. abbass.saleh.ikr28@atu.edu.iq,
https://orcid.org/0009-0006-7946-4730.

[3]Department of Economics, College of Administration and Economics, University of Kerbala, Kerbala, Iraq. ihab.zeyad@uokerbala.edu.iq,
https://orcid.org/0009-0001-2308-8549.

[4]Department of Business Administration, College of Administration and Economics, University of Kerbala, Kerbala, Iraq. Ahmed.a@uokerala.edu.iq,
https://orcid.org/0000-0001-5092-391X.

[5]Department of Banking and Financial Sciences, Faculty of Administration and Economics, University of Kerbala, Kerbala, Iraq. mohammed.faiz@uokerbala.edu.iq,
https://orcid.org/0000-0002-4579-3214.

ABSTRACT

This research sought to identify the role of empowering leadership in workplace well-being through its application in the Dean's Educational Group. The dimensions of empowerment leadership, which include enhanced work meaning, participation in decision-making, and confidence in high performance, were adopted. The dimensions of workplace well-being, which include job satisfaction, organizational respect, employer care, and work interference in private life, were also adopted. The Dean's Educational Group was chosen as the field of research, and a random sample of employees was selected through a questionnaire that included (125) individuals. The correlation relationship between two variables was assessed using the simple correlation coefficient (Spearman) and the regression model's significance was determined using the (t) test. The relative percentage contribution of the independent variable to the explanation of the dependent variable was also calculated using (R^2). The researcher's main finding is that empowered leadership has a major influence on workplace well-being. The study ended with a number of suggestions, including Al-Ameed Educational Group's emphasis on empowering leadership as a key aspect in its work in general and workplace well-being in particular.

Keywords: empowering leadership, workplace well-being

INTRODUCTION

Organizations are undergoing rapid changes in economic, social, political, technological and organizational factors resulting from the challenges of globalization, market openness and the information revolution, which have had profound effects on the labour market. Organizations seek to restore balance to their businesses, economy and market position. Here, the role of comprehensive leadership emerges as one of the healthy aspects of business organizations, whether industrial or service, leading to well-being in the workplace. The research explores the impact of empowering leadership on workplace well-being through

both conceptual and applied frameworks. The Dean's Educational Group was chosen as a pioneering field for studying the research variables and hypotheses.

LITERATURE REVIEW

Empowering Leadership

The historical evolution of the concept of empowering leadership has been in accordance with a series of supportive leadership, coaching, and delegating behaviours that are encompassed by situational leadership theory, participative leadership, transcendental leadership, and individualistic leadership. These behaviours are defined as the support of followers' self-esteem (Cheong et al., 2019). Employee empowerment in dynamic work settings may help organizations establish and sustain competitive positions in their markets by promoting positive employee attitudes, motivations, and behaviours. Employees that feel empowered in their job are more likely to go above and beyond the call of duty, work independently, and adapt to new situations. Beneficial impacts on subordinates' job performance have been shown in studies (Kim et al., 2018). Empowerment, like delegation, is a leadership style that empowers subordinates to make their own choices and exercise authority. Beyond the decision-making process, however, it has more general motivating power as it helps staff members to create their own objectives and improve their feeling of confidence and personal control in their job, both cognitively and behaviourally (Sharma, & Kirkman, 2015). As a result, empowering leadership can be regarded as a novel leadership approach that is conceptually distinct from more established and related concepts, such as transformational leadership. Empowering leadership tries to give followers more autonomy and independence from the leader. The objective of empowering leadership behaviours is to assist followers in the cultivation of proactive behaviours and self-leadership abilities. Individuals' professional trajectories evolve both inside and outside of organizations, making career planning and realisation a highly individualised process that necessitates some independence from the leader. As a result, empowering leadership is the most effective method for recording leader behaviours aimed at enhancing subordinates' career growth (Biemann et al., 2015). According to Kundu et al. (2019), empowered leadership consists of four behaviours: boosting work meaning, expanding decision-making engagement, showing high performance confidence, and offering independence from bureaucratic limits. Snape (2015) defines empowered leadership as offering coaching, encouragement, emotional support, and knowledge to subordinates, generating a sense of purpose, and helping workers to efficiently manage their job activities. Kwan et al. (2022) defined it as a process that promotes power sharing among employees by defining their role, enabling greater decision-making independence, expressing confidence in their abilities, and removing performance-related obstacles.

The importance of empowering leadership can be summarized in the following points:
- Empowering leadership leads to positive psychological reactions and attitudes among followers.
- Empowering leaders promotes employee involvement, motivation, and performance.
- Followers could experience and feel better about their job, as well as feel more confident (Kim & Beehr, 2020).
- Employee flourishing at work, which is defined as a positive psychological state marked by emotion and motivation that encompasses both a feeling of vitality and psychological development as a result of learning, is predicted by empowered leadership (Kim & Beehr, 2023).

- Empowering leadership is a leadership style that encourages employees to take ownership of their work, thereby enhancing their autonomy and motivation by delegating certain responsibilities and powers to them (Lee et al., 2017).
- Empowering leadership has been linked to employee well-being, with moderating factors including perceived organizational support, colleague support, and employee psychological capital (Semedo et al., 2022).

In terms of the dimensions of empowering leadership, researchers have had different views on the dimensions of empowering leadership. By reviewing previous literature, including Ahearne et al. (2005), Cheong et al. (2019), Kundu et al. (2019), Rohlfer et al. (2022), and Ahmed et al. (2022), it was found that they agreed to identify four dimensions to measure empowering leadership, as follows:

A. **Enhancing the meaningfulness of work:** The desire for meaning at work is a key motivator and the most crucial aspect of every employment. Research shows that employees' perceptions of work's meaning significantly impact job satisfaction, commitment, citizenship behaviours, and organizational performance, while lack of purpose can lead to alienation, disengagement, and apathy. Research has traditionally examined the role of work in job design, focusing on how task and relationship design influences employees' willingness to invest time and effort in their jobs (Lisak et al., 2022).

B. **Fostering participation in decision making:** By delegating authority and responsibility, participatory decision making strengthens the belief in the ability of workers to achieve desirable results, enhances their perception of personal capabilities, and empowers them. Furthermore, the worker's self-efficacy is a motivating feature associated to team performance. Workers who have high levels of self-efficacy are more likely to establish the proper circumstances and prioritise creating a personal network that provides them with professional pleasure (Sarafidou & Chatziioannidis, 2013).

C. **Expressing confidence in high performance:** Job mobility is positively correlated with high-performance work practices that prioritise career development and intensive training. There is a positive correlation between high-performance work practices and the well-being of employees and their experiences at work, which is a significant indicator of job satisfaction and employment intentions, as revealed by previous research. Furthermore, certain researchers have proposed a negative correlation between employee fatigue and high-performance work practices (Mihail & Kloutsiniotis, 2016).

D. **Providing autonomy from bureaucratic constraints:** This involves the transfer of decision-making authority, responsibility, and duties from higher organizational levels to lower organizational levels or across organisations with limited delegation of authority and responsibility, which has a higher likelihood of long-term success (Alhamad & Aladwan, 2019). In addition, the degree of independence that managers are granted, which grants them a greater degree of responsibility for the planning and control of activities, can be regarded as an empowering process for these managers. This process has a positive impact on the quality and development of information provided by change management at the functional level, which in turn leads to a positive joint impact on the performance of managers (Pedroso et al., 2020).

Well-Being in the Workplace

Workplace health and well-being remains an issue of global importance. Workplace stress has reached epidemic proportions within societies and organizations for more than a decade. Recent evidence indicates that workplaces are under-studied in understanding the

causes and prevention of work stress, despite the World Health Organization recognizing the workplace as a significant health promotion channel (Spence, 2015).

Subsequently, organizations are increasingly aware of the importance of workplace wellness. The main cause of this concern is the established favourable relationships between employee health and well-being, productivity, and performance. Because of this connection, employers are motivated to take action to support and advance the health and well-being of their workers. These interventions have the potential to enhance and promote health in the workplace, as well as to decrease the cost of employee health care. These interventions may be executed as a component of a plan to tackle the obligations and rules pertaining to responsible employment. Workplace intervention is often claimed to improve workers' quality of life and productivity, while preventing economic losses due to absence, sickness, and disability (Carmichael et al., 2016). Well-being can be defined as a comprehensive concept of happiness that originates from the field of positive psychology and includes many types. Among them, workplace well-being among employees, such as psychological experience and emotional satisfaction at work, has gradually attracted the attention of scholars.

Workplace well-being is frequently referred to as workplace health promotion programs or workplace or organizational wellness programs in the literature, and it can be defined as a subset of workplace health programs, as indicated above. It entails a combination of lifestyle interventions, stress management, anxiety or depression, nutrition, weight, and physical activity (Murphy et al., 2018). In light of the above, workplace well-being can be defined as vital to organizations because it has human, social and economic implications. Work-related prosperity is a feeling of well-being derived from work, its intrinsic and extrinsic value, mental health, and well-being, which improves organizational performance, job performance, and reduces fatigue. Well-being is a multifaceted concept that includes emotional, cognitive and behavioural aspects, and well-being is beneficial to all individuals (Al Kahtani & MM, 2022)

The importance of well-being in the workplace can be summarized in the following points:

- Employee creative behaviour is directly and positively related to workplace well-being (Wang et al., 2022).
- Higher degrees of well-being lead to better work performance, more satisfying relationships, more collaboration, stronger immune systems, better physical health, lower mortality from cardiovascular disease, lower levels of burnout, higher levels of self-control, higher degrees of social skills, better self-regulation and coping.
- Well-being in the workplace encompasses not only medical health but also purpose, goals, hopes, aspirations, participation, involvement, and control in decision-making (Nathan, 2018).
- Well-being is a source of productivity and superior job performance (Magnier-Watanabe, 2023).
- Nutrition experts assert that professional well-being is crucial for preventing or managing stress, unhealthy personal practices, and non-communicable diseases (Matos, 2020).

In terms of the dimensions of well-being in the workplace, researchers' viewpoints on the dimensions of well-being in the workplace have varied. By reviewing previous literature, including Siddiqui and Ijaz (2022) and Fisher (2014), it was found that they agreed to identify four dimensions to measure well-being in the workplace, as follows:

A. Work Satisfaction: Work satisfaction refers to the attitudes and feelings individuals have towards their work, and can be categorized into two types: external satisfaction, which is related to external resources like wages and promotions, and internal

satisfaction, which is related to internal resources like work skills and decision-making. Work satisfaction can range from maximum to maximum dissatisfaction and can be influenced by various aspects of work, including tasks, colleagues, supervisors, payment systems, and promotions (Rahmah et al., 2020)

B. Organizational Respect for Employees: Since leaders and managers see employees as key contributors to the organization's success and therefore include them in decision-making, they feel a sense of belonging to their employers and their organisation. Additionally, respect shows that management and others accept them, which improves the quality of relationships with management and coworkers. As a result, it must become an organisational culture that management consistently practices towards its employees and employees towards management (Damianus et al., 2020).

C. Employer Care: Employers can foster a positive environment by treating employees as human beings with feelings and dignity, rather than just workers. This makes a significant difference in the workplace and motivates employees to implement the organization's vision and mission. Therefore, it is imperative that management demonstrate compassion towards their employees. In particular, social security, health care, insurance, paying fair wages and salaries, upholding safety regulations, maintaining suitable tools and equipment, fostering positive working relationships, keeping employees' skills and knowledge up to date, and empowering them through management's efforts to inform staff members about the company are all things that management must look out for. These are the elements that affect workers' well-being at work (Damianus et al., 2020).

D. Interference of work into private life: According to some experts, work and personal life should be merged rather than kept apart. It is essentially impracticable to separate a person's job and personal lives since technology allows them to be integrated. An employee can participate in a work conference and access communications from a distance, allowing them to attend to family matters and vacation without having to abandon work. This suggests that it is unnecessary to be physically present in the office as long as we can continue to contribute our time to the organization's mission from any location on Earth (Damianus et al., 2020).

METHODOLOGY

Research Problem

The research problem is represented by the weak awareness and deficiency of the research sample regarding its variables. Therefore, the research problem can be embodied by identifying empowering leadership from the point of view of the research sample, its prevailing nature in Al-Ameed Educational Group, and the degree of its contribution to the readiness of employees for organizational change through well-being in the workplace. The field problem of the research can be clarified through the following questions:

1. Does the Dean's Educational Group adopt comprehensive leadership to achieve the desired workplace well-being? Does empowering leadership have an impact on workplace well-being in the Dean's Educational Group?
2. Is there a relationship between empowering leadership and workplace well-being in Al-Ameed Educational Group?
3. Is there an impact of empowering leadership on workplace well-being in Al-Ameed Educational Group?

Research Importance

1. The novelty of the research variables, which requires writing about them theoretically and the possibility of applying them practically.
2. Choosing modern variables and applying them in a place that we think is very appropriate.
3. Investing in Al-Ameed Educational Group for Empowering Leadership, considering that it deals with large segments of workers, which requires it to focus on empowering leadership in order to achieve excellence and well-being in the desired workplace.
4. Pointing out the strengths and weaknesses arising from comprehensive leadership and their reflection on workplace well-being in Al-Ameed Educational Group.

Research Objectives

1. Identifying the reality of empowering leadership prevailing in the Dean's Educational Group and trying to measure it to reveal the extent of its consistency with the reality of the current research.
2. Identifying the reality of the Dean's Educational Group in terms of its investment in empowering leadership in achieving well-being in the workplace, and the extent of its compatibility with its solid position.
3. Assessing the influence of empowered leadership on employee well-being at the Dean's Educational Group.

Research Model

A hypothetical diagram has been designed to demonstrate the link between empowered leadership and workplace well-being. It has been formulated based on the administrative literature related to the research field (organizational theory, organizational behaviour, and human resources management). This diagram includes the following:

1. Independent Variable (X): It is reflected by the elements of empowering leadership (making work more meaningful, increasing involvement in decision-making, expressing confidence in high performance, and offering freedom from bureaucratic constraints) (Rohlfer et al., 2022).
2. Dependent Variable (Z): It is reflected by the aspects of workplace well-being (job happiness, organisational respect for the employee, employer care, work interference in personal life) (Siddiqui & Ijaz, 2022) as shown in Figure 1 below:
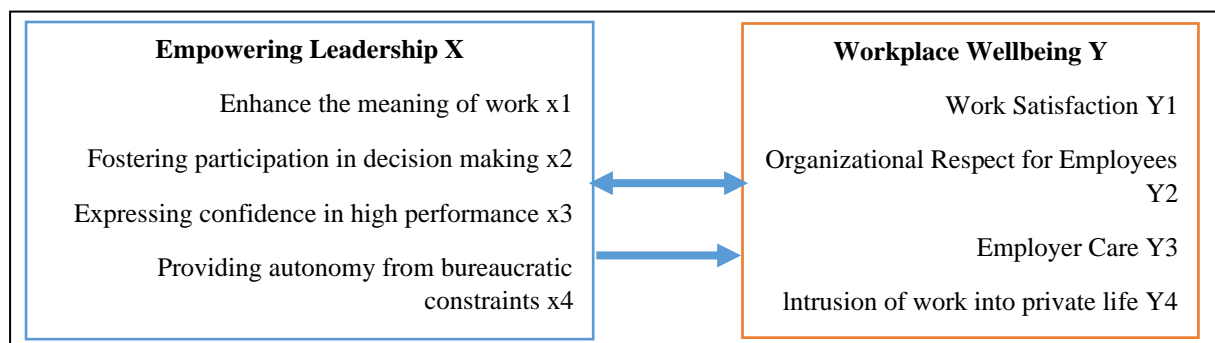

Empowering Leadership X	Workplace Wellbeing Y
Enhance the meaning of work x1	Work Satisfaction Y1
Fostering participation in decision making x2	Organizational Respect for Employees Y2
Expressing confidence in high performance x3	Employer Care Y3
Providing autonomy from bureaucratic constraints x4	Intrusion of work into private life Y4

Figure 1: Research model

Research Hypotheses

H1: There is a statistically significant correlation between empowering leadership in its dimensions and well-being in the workplace.

H2: There is a statistically significant effect of empowering leadership in its dimensions on well-being in the workplace.

Research Limits

1. **Spatial boundaries:** Al-Ameed Educational Group was chosen as a research community because it is the closest and most appropriate to test the research hypotheses and achieve its main objectives, which gives importance to the research and the possibility of generalizing its results.

2. **Time limits:** This is represented by the period of time that the researchers took to write the theoretical aspect, distribute the questionnaire, retrieve it (data collection), and conduct the appropriate statistical treatments (data analysis stage) to obtain the results (stage of drawing conclusions and making appropriate recommendations) in a way that serves those institutions based on the sample's answers for the period (8/15/2024 AD - 11/25/2024 AD).

3. **Human boundaries:** represented by the instructors in Al-Ameed Educational Group who were selected according to the random sample method to avoid the bias error that appears to affect the statistical results at the sample and community levels alike. The sample amounted to (125) individuals.

Research Mythology

The descriptive inductive approach was followed in the theoretical aspect, and the applied analytical approach was followed in the practical aspect.

RESULTS

Descriptive Statistics and Correlation

The findings of correlation analysis and descriptive statistics are shown in Table 1. Empowering Leadership and Workplace Wellbeing had corresponding mean and standard deviation values of M = 4.12, SD =.645, and M = 3.75, SD =.740. Empowering Leadership and Workplace Wellbeing have a positive and substantial relationship, according to the Pearson correlation coefficient (r =.607, p < 0.1). The research hypotheses anticipated these relationships.

Table 1: Mean, standard deviations, and correlations between main variables

Variables	M	SD	1	2
Empowering Leadership	4.12	.645	1	.607**
Workplace Wellbeing	3.75	.740	.607**	1

Note: N=125, **p<0.01

Reliability and Validity Measurement

Table 2 depicts the analytical findings of the Confirmatory Factor Analysis (CFA). Parameter estimates are reasonable and acceptable when they reach 40%. The importance of the critical ratio (CR), which shows the statistical scale, determines the statistical relevance of the parameter estimations. The statistical parameters can be more dependable when the standard errors are smaller, and the reverse is also true. If the parameter estimates surpass the crucial ratio (1.96) at the level of significance (%5) and surpass (2.56) at the level of significance (%1), they are considered significant (Holtzman & Sailesh, 2011). Except for items (1,2,10 from Work Satisfaction), values greater than 0.40 (loading) indicate statistically acceptable results. Furthermore, the conformity structural equation modeling's indicators and base quality have exceeded the permissible statistical boundaries. Cronbach's alpha is also employed in this table to present the reliability analysis. The results exceed 0.7, indicating that the research instrument in this study has a high degree of internal consistency (Sharma,

2016). As a result, one may claim that the measuring methodology used in this research meets the requirements for reliability and validity.

Table 2: Confirmatory Factor Analysis, and Cronbach's alpha

Variables (Dimensions)	Cranach's Alpha	Loading	Quality Indicators
Empowering Leadership	**0.90**		Cimn/Df=1.722 Gfi=.909 Cfi=.953 Ifi=.954 Rmsea=.076
Enhancing the Meaningfulness of Work	**0.78**	.752	
		.811	
		.649	
Fostering Participation in Decision Making	**0.77**	.679	
		.784	
		.720	
Providing Autonomy from Bureaucratic Constraints	**0.72**	.571	
		.916	
		.561	
Providing Autonomy from Bureaucratic Constraints	**0.80**	.679	
		.713	
		.905	
Workplace Wellbeing	**0.96**		Cimn/Df=1.642 Gfi=.906 Cfi=.937 Ifi=.938 Rmsea=.074
Work Satisfaction	**0.89**	.796	
		.818	
		.592	
		.838	
		.769	
		.715	
		.856	
Organizational Respect for Employees	**0.87**	.663	
		.889	
		.730	
		.687	
		.479	
		.856	
Employer Care	**0.91**	.831	
		.717	
		.858	
		.710	
		.740	
		.712	
		.731	
Intrusion of Work into Private Life	**0.79**	.496	
		.653	
		.675	
		.762	
		.807	

Tests of Hypotheses

In this investigation, the influence of Empowering Leadership on workplace wellbeing was investigated. The direct effect, C.R, and P-value are illustrated in Table 3 and the

structural model. The Structural Modelling Equation was employed to demonstrate the direct effect, as illustrated in Table (3). Empowering Leadership has a favourable correlation with workplace wellbeing ($\beta = 0.492$, p <.001), confirming hypothesis 2. This signifies that the study hypothesis has been accepted.
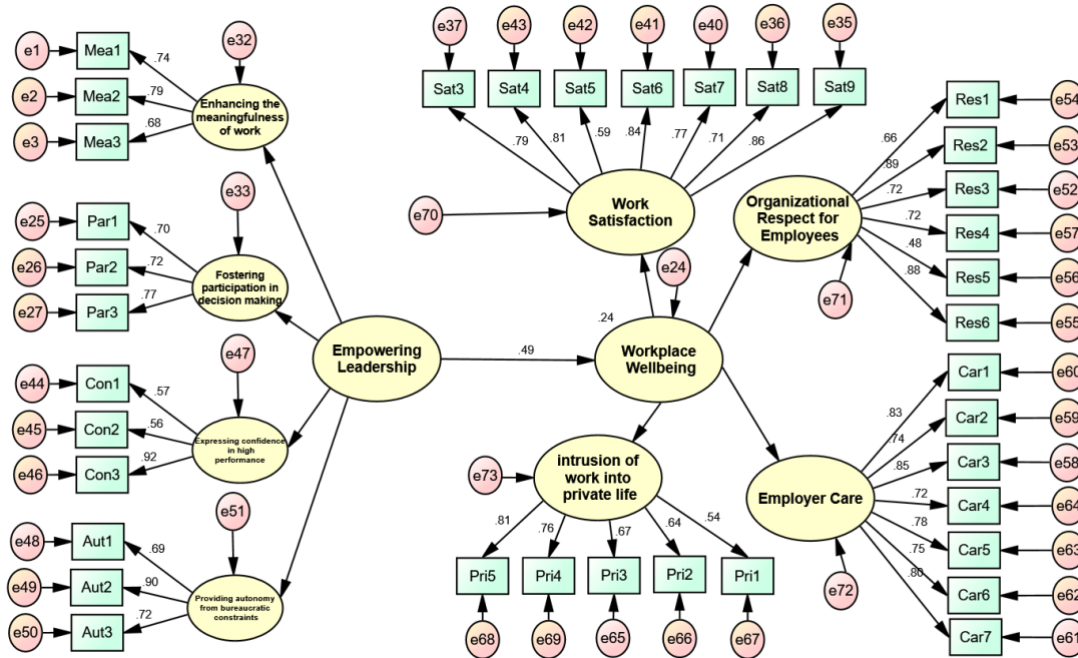

Figure 2: Structural model

Table 3: Path coefficients, S.E, C.R, and p-values

Effect	Hypotheses	B	S.E	C.R.	R^2	P
Direct	Empowering Leadership → Workplace Wellbeing	.492	.128	4.801	.24	***

CONCLUSIONS

1. Empowering leadership is the main pillar for achieving workplace well-being for any organization that aspires to be a leader in its field of work.
2. Despite the different viewpoints on the concepts of empowering leadership and workplace well-being, there is a great consensus on the importance of their role in achieving high levels of performance at the level of the Dean's Educational Group.
3. The sample confirmed the interest of the sample in empowering leadership and workplace well-being, which gives it an applied dimension embodied in the possibility of employing it in the Dean's Educational Group and is a good tool for enhancing workplace well-being.
4. The descriptive analysis showed the availability of the empowering leadership variable with its dimensions in the Dean's Educational Group, as it indicates to the researcher the ability that the administration possesses to transform the emotions and feelings of the individuals working in it towards achieving the set goals and not allowing room for those feelings to generate negative psychological pressures that may hinder the work of the organization under study.
5. The description analysis showed the availability of workplace well-being in its dimensions and at a high level in the Dean's Educational Group, which is an

achievement in the right direction, as this result expresses the type of policy used by its management in work and its course by providing individuals with the opportunity to contribute to its work.

6. The correlation analysis showed the existence of a link between empowering leadership and workplace well-being, which indicates that such feelings and emotions are embodied within a management that controls this well, and this will generate psychological reassurance in the work environment within the Dean's Educational Group, thus providing the opportunity for initiative by employees and in its interest.

7. The research sample had a good understanding and awareness of the significance of paving the way to increase workplace well-being, which is a healthy phenomenon in the Dean's Educational Group by having the right foundations for it, which creates appropriate orientations for it, according to the analysis of the impact of empowering leadership on workplace well-being.

REFERENCES

Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied psychology*, *90*(5), 945.

Ahmed, T., Chaojun, Y., Hongjuan, Y., & Mahmood, S. (2022). The impact of empowering leadership on job performance of higher education institutions employees: mediating role of goal clarity and self-efficacy. *Psychology Research and Behavior Management, 15*, 677-694.

Al Kahtani, N. S., & MM, S. (2022). A study on how psychological capital, social capital, workplace wellbeing, and employee engagement relate to task performance. *Sage Open*, *12*(2), 21582440221095010.

Alhamad, B. M., & Aladwan, R. (2019). Balancing centralization and decentralization management at University of Bahrain. *Quality Assurance in Education*, *27*(2), 237-250.

Biemann, T., Kearney, E., & Marggraf, K. (2015). Empowering leadership and managers' career perceptions: Examining effects at both the individual and the team level. *The Leadership Quarterly*, *26*(5), 775-789.

Carmichael, F., Fenton, S. J., Pinilla Roncancio, M., Sadhra, S., & Sing, M. (2016). *Workplace wellbeing programmes and their impact on employees and their employing organisations: A scoping review of the evidence base.* Birmingham Business School Discussion Paper Series No. 2016-04.

Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. *The Leadership Quarterly*, *30*(1), 34-58.

Damianus, A., Magallanes, T., Foronda, G. S. L., & Encarnacion, M. J. (2020). Employees' workplace well-being and work engagement of divine word colleges' employees in Ilocos region, Philippines. *International journal of academic research in business and social sciences*, *9*(2), 70-84.

Fong, K. H., & Snape, E. (2015). Empowering leadership, psychological empowerment and employee Outcomes: Testing a multi-level mediating model. *British Journal of management*, *26*(1), 126-138.

Kim, M., & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organizational commitment?. *The International Journal of Human Resource Management*, *31*(16), 2017-2044.

Kim, M., & Beehr, T. A. (2023). Empowering leadership improves employees' positive psychological states to result in more favorable behaviors. *The International Journal of Human Resource Management*, *34*(10), 2002-2038.

Kim, M., Beehr, T. A., & Prewett, M. S. (2018). Employee responses to empowering leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*, *25*(3), 257-276.

Kundu, S. C., Kumar, S., & Gahlawat, N. (2019). Empowering leadership and job performance: mediating role of psychological empowerment. *Management Research Review*, *42*(5), 605-624.

Kwan, H. K., Chen, H., & Chiu, R. K. (2022). Effects of empowering leadership on followers' work–family interface. *The International Journal of Human Resource Management*, *33*(7), 1403-1436.

Lee, S., Cheong, M., Kim, M., & Yun, S. (2017). Never too much? The curvilinear relationship between empowering leadership and task performance. *Group & Organization Management*, *42*(1), 11-38.

Lisak, A., Harush, R., Icekson, T., & Harel, S. (2022). Team interdependence as a substitute for empowering leadership contribution to team meaningfulness and performance. *Frontiers in Psychology*, *13*, 637822.

Magnier-Watanabe, R., Benton, C., Orsini, P., & Uchida, T. (2023). Predictors of subjective wellbeing at work for regular employees in Japan. *International Journal of Wellbeing*, *13*(1).

Matos, R. A. D. C., Akutsu, R. D. C. C. D. A., Zandonadi, R. P., Rocha, A., & Botelho, R. B. A. (2020). Wellbeing at Work before and during the SARS-COV-2 Pandemic: A Brazilian Nationwide Study among Dietitians. *International Journal of Environmental Research and Public Health*, *17*(15), 5541.

Mihail, D. M., & Kloutsiniotis, P. V. (2016). The effects of high-performance work systems on hospital employees' work-related well-being: Evidence from Greece. *European Management Journal*, *34*(4), 424-438.

Murphy, R., O'Donoghue, E., Doyle, C., & Taaffe, C. (2018). *An umbrella review of the effectiveness and cost-effectiveness of workplace wellbeing programmes*. Research Services Unit, Department of Health.

Nathan, M. L. (2018). Holistic workplace wellbeing: construct, circumstances and strategic sustainability consequences. *International Journal of Sustainable Strategic Management*, *6*(2), 145-166.

Pedroso, E., Gomes, C. F., & Yasin, M. M. (2020). Management accounting systems: an organizational competitive performance perspective. *Benchmarking: An International Journal*, *27*(6), 1843-1874.

Rahmah, L. (2020). Organizational Justice and Work Satisfaction: Meta Analysis.". In *International Conference on Psychology. SCITEPRESS-Science and Technology. ICPsy* (pp. 254-261).

Rohlfer, S., Hassi, A., & Jebsen, S. (2022). Management innovation and middle managers: The role of empowering leadership, voice, and collectivist orientation. *Management and Organization Review*, *18*(1), 108-130.

Sarafidou, J. O., & Chatziioannidis, G. (2013). Teacher participation in decision making and its impact on school and teachers. *International Journal of Educational Management*, *27*(2), 170-183.

Semedo, C. S., Salvador, A., Dos Santos, N. R., Pais, L., & Mónico, L. (2022). Toxic leadership and empowering leadership: relations with work motivation. *Psychology Research and Behavior Management, 15*, 1885-1900.

Sharma, P. N., & Kirkman, B. L. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management*, *40*(2), 193-237.

Siddiqui, S. H., & Ijaz, A. (2022). Conceptualizing the Sustainable Workplace Well-being: A Measurement Framework. *Pakistan Journal of Social Sciences*, *42*(2), 363-380.

Spence, G. B. (2015). Workplace wellbeing programs: if you build it they may NOT come... because it's not what they really need. *International Journal of Wellbeing, 5*(2), 9-124.

Wang, H., Chen, X., Wang, H., & Xie, M. (2022). Employee innovative behavior and workplace wellbeing: Leader support for innovation and coworker ostracism as mediators. *Frontiers in Psychology*, *13*, 1014195.