

EXPLORING THE ROLE OF AUTHENTIC LEADERSHIP IN INFLUENCING EMPLOYEE WELL-BEING: THE MEDIATING EFFECTS OF PSYCHOLOGICAL SAFETY AND MODERATING EFFECTS OF PSYCHO- SOCIAL SAFETY CLIMATE

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Abstract:

Purpose: This study delves into how authentic leadership influences employee well-being, with a particular focus on the roles of psychological safety and the psychosocial safety climate. The aim is to understand how leadership styles, workplace safety cultures, and employee support systems come together to shape the overall well-being of employees. **Methodology:** Taking an interdisciplinary approach, the study combines both quantitative methods to capture a comprehensive view. A questionnaire was distributed to 120 employees from various organizations, including hospitals and universities, achieving an 80% response rate. The survey assessed key factors such as authentic leadership, psychological safety, psychosocial safety climate, and employee well-being. To ensure clarity and validity, a pilot study was conducted, followed by detailed statistical analyses including correlations, ANOVA, and regression modeling. **Findings:** The findings reveal that authentic leadership plays a crucial role in enhancing employee well-being, primarily through its impact on psychological safety. Employees who view their leaders as authentic—knowledgeable, self-aware, and compassionate—report higher psychological safety, which in turn boosts their overall well-being. Moreover, the study shows that the positive effects of authentic leadership on well-being are even stronger in organizations with a robust psychosocial safety climate. In such organizations, a supportive work environment amplifies the benefits of authentic leadership, while in less supportive environments, the effect of leadership is diminished. **Practical Implications:** For organizations, the study emphasizes the importance of fostering authentic leadership to create an emotionally safe and supportive workplace. By prioritizing leaders who are genuine and empathetic, organizations can help employees feel valued and psychologically secure. Additionally, creating a strong psychosocial safety

climate through supportive policies, open communication, and a culture of trust can further enhance the positive impact of leadership, leading to increased job satisfaction, higher morale, and greater organizational productivity. **Originality/Value:** This research contributes to the existing body of knowledge by highlighting the mediating role of psychological safety and the moderating influence of psychosocial safety climate in the relationship between authentic leadership and employee well-being. It underscores the critical role that a supportive organizational culture plays in maximizing the positive effects of leadership, providing valuable insights for organizations seeking to improve employee outcomes. **Keywords:** Authentic Leadership, Employee Well-Being, Psychological Safety, Psychosocial Safety Climate, Organizational Culture, Workplace Safety, Leadership Styles, Employee Support Systems.

INTRODUCTION:

Authentic leadership is intently linked with enhancing employee well-being through positive psychological well-being, enlarge job satisfaction, and raised profusely (Kim et al., 2020; Wirawan et al., 2020). Nevertheless, a lot of research is required on how authentic leadership control these effects and which factors mediate its effects (Audenaert et al., 2021). To address these spaces, this study inspect two key areas: to what extent do psychological safety and psychological safety climate serves as mediators in relationship between authentic leadership and employee well-being. The findings indicate that psychological safety act as an expound mechanism for how authentic leadership enhance well-being. In addition, studies show that when an organization's psychological safety climate is powerful, the productive and useful impact of personal leadership on employee well-being is more noticeable (Hasan & Kashif, 2021; Zhang & Song, 2020). In easy expressions, authentic leaders flourish in an climate where employees feel prudent, supported, appreciated and appraised, permit them to increase and raise personally and professionally.

This study append major findings to existing research by examining the impact and effects of authentic leadership on employee well-being. This focuses on the importance of numerous elements in forming and moulding these relationships, which is defined by raised levels of authoritarian leadership and workplace violence (Zheng et al., 2021). Moreover, the study expands our understanding of authentic leadership by providing factual evidence on how it increases employee well-being. This development happens not only by creating reviving working conditions, but also by building a sense of psychological safety in the workplace (Wang et al., 2022). Similar to existing studies, the findings indicate that leaders who prefer positive work climate, supported by an organizational culture that views employee well-being as a central value and a proclamation of victory, to boost wealthy employees (Shana-felt et al., 2021).

Moreover, the study concluded that the relationship between good leadership and employee well-being is stronger in organizations with high psychosocial safety. This imply that fostering work environment that encourage employee safety and psychological well-being is key factor in making better quality (Plouffe et al., 2023). Organizations can do this by implementing policies and practices that support employees, such as training programs designed to boost a psychological state and promote the culture of openness, trust, and respect (Edmondson & Bransby, 2023).

Institute that focus on creating an environment that promotes not only employee well-being but also on organizational goals. These consider enlarged productivity, growth, job satisfaction, and employee retention. Estimate employee well-being is an important strategy for the companies looking to improve their organizational competitiveness (Rhoades & Eisenberger, 2002). This is because a employees who feels supported and respected are more reliable to take risks during crises and maintain a positive attitude, which leads to increased skills, competence, and psychological state.

The success of a workplace that supports employee well-being can be seen when employees feel safe. Encourage employees to speak up in the workplace without prejudice or bias, encourage them to share ideas and find solutions to common problems, create a culture of collaboration and bring positive results. It helps to create trust and social support, decision-making, and employee productivity. In such cases, we believe effective leadership plays a key role in creating a culture of inclusion – one that encourages employees to speak up and make decisions. Furthermore, a cultural environment in which employees feel comfortable and engaged strengthens this relationship (Carmeli, Reiter-Palmon, & Ziv, 2010).

Authentic leaders who embrace their values create a workplace culture of understanding, trust, and respect. These are important to creating an environment that allows employees to perform at their best, be productive, have fun, and enjoy their work. Good mentoring, spiritual well-being, and emotional well-being all lead to positive outcomes. When employees feel safe, their job satisfaction increases, which improves their psychological well-being (Plouffe et al., 2023). This creates motivation that supports employee growth, engagement, and organizational success.

The role of psychology in changing employee behavior and attitudes can be complex. An agile workplace encourages communication, collaboration, and the flexibility to learn from mistakes. Such an environment benefits individuals and organizations and promotes growth and development (Edmondson & Lei, 2014). As employees advance in their careers, encouraging creativity and innovation increases organizational productivity and enhances business success.

In today's whirlwind and unpredictable business world, organizations that value, promote and encourage human worth and values are greater and finer prepared to control challenges and hurdles (Mithani, 2020). Confessing this, researchers and industry experts are progressively concentrating on understanding how to strengthen and enhance employee well-being entirely meeting fundamental necessities. (AbuShihab et al., 2024). Prioritizing employee well-being goes wholly increasing a positive work climate; it also brings physical gains to organizations, chiefly in terms of financial performance and production (Mihalache & Mihalache, 2022). Researches show that when employees have good mental stability, emotional stability, inspiration and motivation, their fertility and productivity raised massively (Kundiet al., 2022). However, gaining these profits requires greater than just exterior programs. Organizations must signify real responsibility, commitment and effort to support the mental health and stability and well-being of their employees (Gritzka et al., 2020). A focus on wellness is not just a trend and tenor – it is becoming necessary to people and organizational success.

As the industry progress, develop and highlight data-driven decision-making and service delivery, the implication of building group connection is praising progressively visible. Current organizational theory focuses and highlight the critical role of leadership in sturdy climate. Leaders are accountable for generating a climate and culture that not only supports association but also permit such connection (Dumulescu & Muțiu, 2021). In certain, there is increasing interest and profits in leadership styles that encourage positive relationships between supervisor and assistants. This relationship surrounds all role – training, self improvement, and mandate of field workers (Kim, 2022). Authentic leadership is known to positively determine worker's lives at work (Zhang et al., 2020). The relationship between leadership and social reactions to crises and adversities has been studied for over six decades. The focus has been on how leadership can positively impact employees' mental health, state and well-being. This includes developing a positive work climate, providing workplace freedom, and ensuring opportunities for career development—all of which are considered important factors of a healthy workplace. (Ma et al., 2021). By addressing these factors, authentic leadership not only enhances workers well-being but also strengthens the foundation for organizational success.

Workplace wellness is called “the business culture revolution of the 21st century” and is the subject of extensive research. For decades, the field of organizational behavior and development has studied what prompts employees to perform better (Sorensen et al., 2021; Wallace, 2022). In recent years, an important topic is job satisfaction, followed by increased interest in employees’ psychological well-being and negative effects of stress (Xue et al., 2022). Today, this interest has continued, with an stress on developing critical thinking skills and assessing the strength of management systems. Scholars who are studying psychological well-being in the workplace frequently link the influence of authentic leadership to the emotional and psychological well-being of individuals in an organization. Psychological safety, in specific, is considered an important middleman between authentic leadership and employees’ mental health and well-being. Researchers also argue that the effectiveness of authentic leadership may depend on the level of organizational security, that is beneficial for the mental health and well-being of employees. Additionally, the perceived nature of this topic may influence how leadership affects psychological safety inside organizations.

This study is one of the few studies first to analyze the determinant of cultural factors and their relationship on work welfare (Hasan & Kashif, 2021). It offers a new way of look in how employees feel about their jobs by comparing their overall contentment and well-being, and focusing on how they feel about each line of work rather than specific situations or conditions (Zhang & Song, 2020). Results, drawn from a sample of knowledgeable employees, provided valuable information that can help organizations and employees view the most valuable employees who impart to the society (Narayanamurthy and Tortorella, 2021). By comparing the two leadership styles, this study improves our understanding of how authentic leadership contributes to employee well-being. It certifies two mechanisms through which these leadership styles achieve emotional well-being and highlights how psychological strategies play a role in positive employee findings. This question is important for organizations that want to promote a positive workplace civilization (Njoroge, 2024).

With regard to employee engagement, our research reveals that positive leadership behaviors and employee well-being create changes (Baquero, 2023). Organizations that want to be leaders must bring good leadership to their teams (Moore et al., 2020). Therefore, leadership should be studied with the help of well-related disciplines, professionalism, interviews, and various research methods (Corriveau, 2020). Organizations must choose the right authority for leaders in the workplace to foster trust, which is essential for a healthy and supportive work culture (Kwon & Jang, 2022).

In addition, the study also examined the role of environmental experts. Psychosocial safety climate enhances the positive impact of authentic leadership on employee well-being, while environmentally undesirable behavior can reduce this impact. Corporate social responsibility employees are present in the workplace, and their presence can increase or decrease good leadership skills. When organizations create a culture of trust, open communication, and collaboration, they can increase the productivity of a healthy workforce (Wang et al., 2020). This increases employment, career growth, and prosperity.

Overall, this study demonstrates the importance of good leadership, psychological well-being, and caring for the mental health and well-being of employees. Companies that invest in these areas not only improve efficiency and productivity, but also improve organizational performance, innovation, and market share. Creating an environment where employees feel valued, supported, and psychologically safe leads to long-term growth and retention. In addition, therefore, employee engagement can lead to a lack of motivation, which can lead to a decrease in personal and organizational growth (Mitchell, Holtom, & Lee, 2001).

LITERATUREREVIEW:

2.1. AuthenticLeadershipandEmployeeWellbeing

Authentic leadership has a affirmative effect on self-esteem and psychological state not only among leaders, but also among masses. It encourages personal growth and self-development. Due to leadership openness and trust between members, well-being can be associated with leadership effectiveness (Avolio & Gardner, 2005). Avolio et al. (1991) characterized authentic leadership by shaping authentic leadership as those who are aware of their values, attitudes, and beliefs and are committed to helping others through their leadership (George, 2003). As an effective leadership style, effective leaders align their human action and communications with their values and beliefs (Walumbwa et al., 2008). Telling the truth has a outstanding consequence on our lives. This not only affects the quality of the leader, but also improves the quality and skillfulness of subordinates (team members) (Ilies et al., 2005). Authentic leaders display positive qualities such as courage, self-confidence, initiative and humility (Joo & Jo, 2017).

As a consequence of their position in the organization, authentic leaders have a positive relationship with employees (Marwick, 2001). Darroch (2005) and Teece (1998) argued that authentic leaders develop positive relationships with employees, which affects their wellbeing. Many studies have shown that authentic leadership leads to happier (psychological) and employee health impacts (Earl, 2001; Tiwana, 2000). Managers are honest and know what is best for employees. Furthermore, authentic leaders act as role models for employees and help reduce workplace stress (Earl, 2001).

These factors affect employee satisfaction (Gold, Malhotra, & Segars, 2001). Davenport, De-Long and Beers (1998) recommended that authentic leadership creates safety in organizations where employees feel safe. Feelings of success positively influence employee satisfaction. Likewise, authentic leaders sacrifice personal goals to achieve organizational goals. Volunteering promotes and motivates employees to provide quality service (Gold, Malhotra, & Segars, 2001). Self-determination theory states that authentic leaders interact in behaviors that help employees reduce stress and anxiety symptoms.

Spark et al. (2001) well thought out leadership style as one of the most important aspects affecting the health and well-being of employees in the modern workplace. Supervisors play an important role because the employees can be affected by job demands, power, and social support both positively and negatively (Gilbreath & Benson, 2004; Harris & Kacmar, 2006). Nevertheless, few studies had focused on the impact of leadership on the employee well-being, particularly in Western countries.

This study addresses this gap by inspecting the personal effects of authentic leadership on employee well-being and examining the role of authentic leadership on employee well-being.. (Rahimnia & Sharifirad, 2014).

H1: Authentic leadership and the well-being of employees have a positive relationship.

2.2. AuthenticLeadershipandPsychologicalSafety

The problem of workers' health has increased all over the years owed to changes in social culture, planning and education. In the early period of time of the construction industry, the main goal is to protect the health and safety of workers (Smith, 1950). Even so, as awareness among businesses and service organizations increases, the importance of mental health and mental health in the workplace is gradually appreciated (Njorge, 2024). This shift has led to greater awareness of the impact of stress, anxiety and some other psychological issues on employees, leading many organizations to invest in

projects that promote mental health and deal with work-related stress.(Cooper & Quick, 2017).

Over the past few years, there has been increasing interest in the workplace emotional intelligence training, which focuses on a emotional intelligence, as a means of promoting the positive emotions at the workplace setting (Seligman & Csikszentmihalyi, 2000; Luthans & Youssef-Morgan, 2017). This technique promotes a constructive thinking, efficiency and the development of a positive attitude, increasing well-being and happiness. Nowadays, the discussion about employee well-being is also related to a variety of social and environmental factors, such as disparity and diversity, the cooperation and conservation, which reflect the well-being of a individual, organization, and community (Waddell et al., 2019; Nielsen et al., 2021).

Working with the supervisors can help reduce individuals' negative emotions in a workplace, which in turn enhance psychological safety (Ning Li & Hoon Tan, 2012). Incorporative psychological safety leads to better job satisfaction (Lyu, 2016), because psychological safety allows you to make mistakes. When the workplace is complicated, vague, and threatening, low-income individuals are more likely to experience psychological distress. People on low incomes who work in companies are stiff in the way they work and may be afraid to try new things (May, Gilson, & Harter, 2004). As a leader, authentic leaders can inspire followers and team members (Avolio & Gardner, 2005).

Knowing your own strengths and weaknesses, as well as those of your subordinates, will help you lead effectively. They downsize and show a generosity. Authentic leaders help their followers by taking care of their emotions and respecting their own values (Eggers, 2011). Leaders provide assistance to their subordinates develop leadership skills by helping them become more aware of their emotions, behaviors, and attitudes. Leaders and followers need to understand each other's expectations, demands and needs. It is important to lead to organizational change, promote psychological safety (Eggers, 2011).

H2: Authentic leadership is strong predictor of psychological safety.

2.3. Psychological Safety and Employee Well-being

Psychological safety is defined as an awareness of the job risks and results based on the knowledge of the consequences of others when one is vulnerable to a given condition (Edmondson et al., 2004).

Russin, 2008). Psychological safety bring up satisfaction when others accept them and do not judge their actions (Edmondson, 1999). Hence, psychological well-being is critical for the individual's ability to deal with threats to self-image, workplace and job security (Edmondson & Lei, 2014). Employee engagement has been shown to have positive relationship with the employees at work (Edmondson, 1999; Newman, Donohue, & Eva, 2017). When ascendant prioritize improving subordinates, subordinates feel psychologically safe. Such leaders provide a positive feedback that enables employees to obtain a new skills in terms of their ideas and interests, merely also encourage them to develop and maintain their own ideas (Edmondson, 1999; Roussin & Webber, 2011). Employees may be less motivated to take part in a workplace (Detert & Burris, 2007). Examples of personality disorders include: (1) problems with various activities; (2) identity loss caused by a social fundamental interaction; and (3) others' scorn of an individual's interests (Williams, 2007).

Psychological safety has recently been shown to influence conception of health (Silla and Gamero, 2018), although its relationship to psychological safety has not been confirmed and is considered an important research topic. In another study, researchers showed that subjective well-being is a forecaster of well-being (Velardo and Elliott, 2018). In an era when client abuse is very common on the leading edge (Akkawanitcha et al., 2015), employees' positive well-being perceptions can nevertheless result in positive work attitudes, which are required to successfully perform service jobs. In a larger academic sense, achieving a well-being at work has been the primary goal of service

management scholars (Anderson and Ostrom, 2015). However, studies have lately linked well-being to an individual's personality qualities (Wang and Wang, 2016). Other elements than individual personality are equally crucial in assuring well-being at work (Guest, 2017).

H3: Psychological safety has a positive influence on employee well-being.

2.4. The Mediating Effect of Psychological Safety

Research has shown that the individual well-being depends not only on the physical environment of a work, but also on the psychological characteristics of the work (Gilbreath and Benson, 2004). In organizations with limited reserves, environmental observation can notably improve employee well-being. A significant finding of the study is that employee well-being is related to the effectiveness of meeting community needs. Employers today also focus on helping people in need, investing in the social strategies needed to create better lives. These activities help cultivate a sense of belonging, which can increase the productivity. (Agarwal, 2020).

In our opinion, the creation of a safe environment is an important factor that explains the impact of leader knowledge on organizational performance and employee well-being. To support and prove this theory, we propose that leadership, especially authentic leadership, can enhance organizational identification by promoting psychological safety. Next, we'll discuss how a healthy environment can promote alliance and personal well-being (Fransen, McEwan, & Sarkar, 2020). In a comprehensive analysis of psychological safety, leadership was found as a critical forerunner. According to a number of studies conducted across the industries (Frazier et al., 2017; Newman et al., 2017), psychological safety mediates the relationship between leadership style and well-being. It can be argued that authentic leadership plays a important role in promotion of psychological safety (Fransen, McEwan, & Sarkar, 2020).

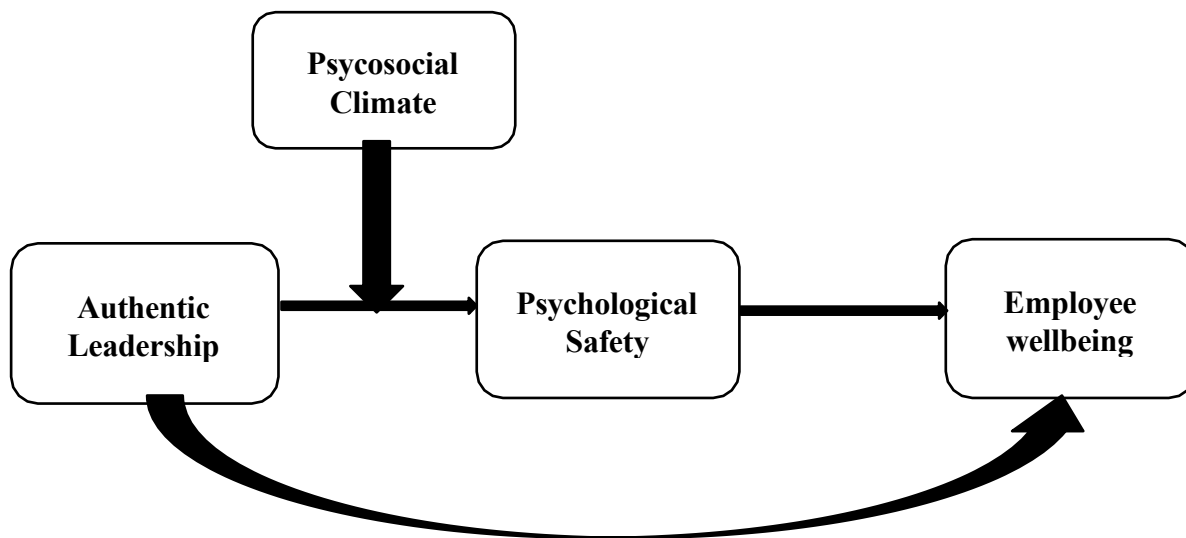
H4: Psychological safety mediates the relationship between authentic leadership and employee well-being.

2.5 The Moderating Effect of Psycho-social Safety Climate

At high Psychosocial safety climate levels, employees can freely communicate with leaders about work-related issues using the provided tools (Dollard et al., 2017). On the other hand, in an organization with a weak psycho-social safety system, the positive impact of authentic leadership on employee well-being may be limited. Employees cannot trust their managers and adopt behavior that support their well-being unless the broader organizational circumstances provide and support their psychological safety. (Li et al., 2022)

Additionally to the mediating role of psychological safety, the relationship between authentic leadership and employee well-being can be proven in many settings, especially in psycho-social safety climate. Psycho-social safety refers to the policies, practices and procedures that help protect the health and well-being of the employees. (Kim, 2018) (Lee et al., 2022). According to scientific and public literature, authentic leadership styles can be important in improving employee well-being. In organizations where employee well-being is necessary, authentic leaders can play an important role in reducing the disgrace related with well-being and increasing employee well-being (Gorolx et al., 2024).

H5: Psycho-social safety moderates the relationship between authentic leadership and psychological safety, when psycho-social safety is high the relationship is stronger.



Methodology

1. Population, Sampling, and Data Collection

This study employed a quantitative research design grounded in a positivist research philosophy and a deductive approach. This approach enabled the testing of hypothesis derived from existing theoretical frameworks while ensuring objectivity and minimizing researcher bias throughout the investigation.

The target population comprised individuals from hospitals, including government, private, and semi-government facilities as well as university managers and faculty, and many other organizations. Participants were drawn from diverse professional backgrounds and age groups. Access to participants was facilitated through personal networks, utilizing a convenience sampling technique. Participation in the study was voluntary, and informed consent was obtained from all respondents.

Data collection was conducted over a period of 15 days using a structured questionnaire designed to measure four key variables. A total of 150 questionnaires were distributed, out of which 121 usable responses were obtained, yielding a response rate of 81%. The sample included 50.8% were male and 49.2% were female. The majority of them were between the ages of 20 to 25—a total of 57.4%. In terms of education, 33.5% had a bachelor's degree, 48.7% a master's degree, 17.1% a master's degree, and 2% a doctorate. The average experience in the current organization was between 0 and 5 years and the total experience was also between 0 and 5 years. The employee levels included 33.6% middle management, 9% senior management, and 27.4% first-line management. .

2. Measures

Responses for all variables were collected using a 5-point Likert scale, where 1 indicated "strongly disagree" and 5 indicated "strongly agree." The scales used to measure the variables and their reliability are outlined below, with detailed questionnaire items provided in the Appendix:

Authentic Leadership Authentic leadership was measured with the Authentic Leadership Questionnaire (ALQ) developed by Walumbwa et al. (2008). These 16 items measure four dimensions of effective leadership: self-awareness, social awareness, spiritual awareness, and strategic planning. The scale demonstrated strong internal consistency, with a Cronbach's alpha of 0.89.

Psychological Well-Being Psychological well-being was measured using the scale developed by Diener et al. (2010). This 8-item instrument captures important dimensions of well-being, including positive relationships, meaning, and self-efficacy. The scale demonstrated strong internal consistency, with a Cronbach's alpha of 0.91.

Psychological Safety Psychological safety Edmondson's (1999) Psychological Well-Being Scale is a 7-item scale used to assess employees' ability to cope with interpersonal stress in the workplace. The scale demonstrated strong internal consistency, with a Cronbach's alpha of 0.89.

Psychosocial Safety Climate Psychosocial Safety Climate was assessed using the Psychological Well-Being Inventory (Hall, Dollard, & Coward, 2010). The 12 items measure important aspects of well-being, such as positive relationships, meaningfulness, and personal stability. The scale exhibited a Cronbach's alpha of 0.95, confirming its reliability.

3. Data Analysis

The collected data were analyzed using SPSS software. Descriptive statistics, reliability tests, and regression analysis were performed to evaluate the relationships among the variables and test the proposed hypothesis.

RESULTS:

1. Control Variables

To examine the different ways in which different demographic variables were associated with employee well-being, we applied one-way ANOVA. Variables were collected, including age, sex, education, professional status, total experience and experience with the leader.

The research revealed that gender is an important element that influences employee well-being. No significant main effects were observed for the interaction between gender ($F=6.65, p=0.011$). These findings support the need to address gender sensitivity in organizational strategies and legislation to improve employee well-being at work.

2. Descriptive Statistics:

Correlation and descriptive

Authentic leadership came out as a key factor, with high average score ($M = 3.92, SD = 0.65$) and excellent reliability ($\alpha=0.89$), reflecting the strength of its measurement. Employee well-being mark even higher ($M = 4.00, SD = 0.73$) and demonstrated a strong reliability ($\alpha = 0.92$). Psychological safety had a slightly lower mean ($M = 3.87, SD=0.68$) but still showed a solid internal consistency ($\alpha = 0.89$). Psychosocial Safety Climate, while having lowest mean score ($M = 3.58, SD = 0.83$), displayed an outstanding reliability ($\alpha = 0.954$).

The correlation analysis discovered significant and positive relationships between all variables, highlighting their interconnected nature. Authentic leadership was strongly linked to employee well-being ($r = 0.839, p < 0.01$), psychological safety ($r = 0.665, p < 0.01$), and psychosocial safety climate ($r = 0.547, p < 0.01$), confirming its influential role in creating a supportive work environment.

Similarly, employee well-being had strong associations with psychological safety ($r = 0.706, p < 0.01$) and PSS ($r = 0.570, p < 0.01$). Furthermore, psychological safety and psychosocial safety climate were positively correlated ($r = 0.644, p < 0.01$), further evaluating their interdependence.

TABLE 1: Correlations, descriptive statistics, and alpha reliabilities

Sr.No.	Variables	Mean	SD	1	2	3	4
1	AL	3.9215	.64990	.89			
2	EWB	4.0031	.72609	.839**	.92		
3	PS	3.8689	.67803	.665**	.706**	.89	
4	PSS	3.5847	.82622	.547**	.570**	.644**	.954

Note: $N=121$; Cronbach alpha reliabilities are in parenthesis.

**Correlation is significant at the 0.01 level (2-tailed). Abbreviations: AL, authentic leadership; PS, Psychological Safety; PSS, Psychosocial Safety Climate; EWB, Employee well-being.

These results emphasize the significant role authentic leadership plays in fostering employee well-being, with psychological safety serving as a critical mediator. Psychosocial safety climate adds

another layer of support by enhancing these positive effects, highlighting the value of a workplace culture that prioritizes both leadership and employee safety. The consistently high reliability scores across all measures affirm the robustness and relevance of the variables in the study.

3. Regression

(a) Mediation Analysis:

Direct and indirect effects

The analysis of data offers a significant insights into the relationships between authentic leadership, psychological safety, and employee wellbeing. The first model looked at how authentic leadership, influences psychological safety while accounting for the gender. The results show that this model is significant, explaining 44.97% variance in psychological safety ($R^2 = .4497$, $F(2, 118) = 48.22$, $p < .001$). Authentic leadership was found to be a strong predictor of psychological safety ($b = .6785$, $p < .001$, 95%), indicating that when the leaders are authentic, employees feel safer psychologically.

The second model explored how authentic leadership, psychological safety and gender together influence employee wellbeing. This model was also significant, explaining an impressive 74.91% variance in employee wellbeing ($R^2 = .7491$), $p < .0001$). Both authentic leadership ($b = .7345$, $p < .0001$, 95%) and psychological safety ($b = .2723$, $p < .0001$, 95%) emerged as significant contributors to employee wellbeing. This suggests that authentic leadership directly enhances employee wellbeing and that psychological safety further strengthens this effect.

The total effect model, which focused on authentic leadership's overall impact on employee wellbeing, was similarly significant, explaining 71.35% of the variance ($R^2 = .7135$, $p < .0001$). The total effect of authentic leadership on employee wellbeing was substantial ($b = .9193$, $p < .001$), and authentic leadership's direct influence remained strong even when accounting for psychological safety ($b = .7345$, $p < .0001$).

TABLE 2: Direct and indirect effects using bootstrapping Sobel test

Standardized direct path coefficients of the hypothesized model					
	Path		Estimate		SE
H1	AL → EWB		0.7345		0.0693
H2	AL → PS		0.6785		0.0721
H3	PS → EWB		0.2723		0.0669
Bootstrap results for indirect effects (Mediator)					
Indirect Effect (Bias Corrected Confidence Interval)					
	Paths	Effect	BootSE	LLCI95%	ULCI95%
H4	AL → PS → EWB	0.1848	0.0908	0.0597	0.3987

Note. N=121. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

The analysis of indirect effects discovered that psychological safety plays an important mediating role. A significant portion of authentic leadership's positive influence on employee wellbeing operates through its impact on psychological safety ($b = .1848$). This finding highlights how fostering psychological safety in the workplace enhances the benefits of authentic leadership for employee wellbeing.

TABLE 3: Moderated regression analysis (Moderator)

DV					
Predictors	R ²	Estimate	SE	LLCI	ULCI
<i>Step-1</i>	0.5912				
Constant		-0.7428	0.6115	-1.9540	0.4683
Moderator		0.8884	0.1857	0.5206	1.2562
IV					
<i>Step-2</i>	0.5912				
IV x Moderator		-0.1523	0.0474	-0.2461	-0.0584
Conditional effect of X on Y at values of the moderator: Slope Test					
DV					
Moderator	Effect	SE	LLCI	ULCI	
Moderator-1SD(-1.01)	0.4924	0.0746	0.3446	0.6401	
moderator M(0.00)	0.3528	0.0817	0.1911	0.5146	
moderator+1SD(1.01)	0.3147	0.0873	0.1418	0.4877	

This study delved into how authentic leadership affects employee wellbeing, with a focus on the roles of psychological safety and psychosocial safety climate. Using the **PROCESS procedure** (Model 1) by Andrew F. Hayes, the investigation examined how these factors interact, while also considering gender as a covariate.

(b) Moderation analysis

The results revealed that the overall model was strong. Authentic leadership emerged as a significant positive predictor of wellbeing, meaning that employees with authentic leaders reported higher levels of wellbeing. Similarly, a supportive psychosocial safety climate also positively influenced wellbeing, underscoring the importance of a safe and supportive work environment. Gender did not significantly

affect the relationship between leadership and wellbeing, suggesting that these dynamics apply across different genders in this context.

A key finding was the moderating role of psychosocial safety climate. The effect of authentic leadership on employee wellbeing was strongest when the psychosocial safety climate was low but weakened as the climate improved. This suggests that while authentic leadership is crucial, its impact is less pronounced in organizations with a highly supportive climate. Bootstrap results confirmed these findings, strengthening the conclusion that authentic leadership is a key driver of employee wellbeing, although its effectiveness can be influenced by the psychosocial safety climate. In conclusion, this study highlights the importance of both leadership style and the organizational climate in promoting employee wellbeing. It suggests that organizations should not only focus on fostering authentic leadership but also work towards creating a psychologically safe environment to maximize the wellbeing of their employees. The absence of a gender effect further indicates that these relationships are broadly applicable across different employee groups.

Discussion

The results of this study provide strong evidence to support the relationship between authentic leadership (AL), employee well-being (EWB), psychological safety (PS), and psychological safety (PSS). The results for each hypothesis are discussed in detail below.

The analysis shows that there is a strong and positive relationship between authentic leadership and employee well-being. This suggests that when leaders demonstrate their trustworthiness by being transparent, disciplined, and consistent in their actions, employees experience greater well-being.

Authentic leaders create an environment where employees feel valued and supported, which reduces stress and increases job satisfaction (Wanget al., 2020). This relationship highlights the importance of leadership styles, as these styles have a significant impact on employees' overall well-being at work.

Results show that effective leadership is an important factor in promoting employee well-being. Employees are more willing to express their opinions, share new ideas, and admit mistakes without negative consequences through openness and respect (Jiang and Shen, 2020). This environment not only facilitates communication and collaboration, but also enables employees to take risks and contribute to organizational development.

Studies have shown that psychological safety plays an important role in improving well-being when employees perceive their workplace as psychologically safe, they are able to experience higher levels of job satisfaction, job satisfaction, and engagement; spirit reduces interpersonal conflict and decision making. This study highlights the importance of creating a supportive environment for employees in which they feel safe and effective (Idris, Dollard, and Tuckey, 2015).

The studies have shown that psychological safety is a leadership trait that helps employees feel good. This means that good managers do not directly affect health, but rather change the conditions that promote psychological safety, which leads to positive feelings and healthy eating. By making employees feel good, managers have a significant impact on their health (Edmondson and Bransby, 2023). This suggests that management practices and workplace psychology are related to creating good employees.

Interestingly, the effect of positive leadership on psychological safety is significant in environments where psychological safety is low. In organizations where psychological safety is already well established, the effect of leadership is actually reduced. This finding suggests that good leadership is important in promoting psychological safety, but its importance is even greater when the organization and the leader no longer receive support (Plouffe et al., 2023). Therefore, management and climate control are key to a healthy mental state.

Strengths, Limitations, and Future Research Directions

This study provides valuable insights into the relationship between authentic leadership, employee well-being, and psychological well-being, as well as implications for future research and areas of inquiry. One of its key strengths is its detailed analysis of how leadership styles shape workplace dynamics and employee outcomes. By emphasizing the role of psychological safety, the study

highlights often overlooked factors that can influence employee well-being, decision-making, and stress management. Furthermore, the results have a positive impact on both employees and the organization, indicating how authentic leadership and maintaining a positive psychological environment can improve employee engagement and organizational performance. This study also contributes to the growth of leadership knowledge, especially if authentic leadership has a significant impact on employee health and workplace behavior (Labrague et al., 2021). It is important to highlight that the dimensions of safety leadership provide an overview of the importance of leadership in different contexts.

Despite these strengths, this study has limitations. For example, the results may not be generalizable to all industries, cultures, or organization types, as leadership dynamics and employee perceptions can vary widely. The study also only finds a relationship between authentic leadership, psychological safety, and employee well-being. If the study used a cross-sectional design, it may be difficult to capture how this relationship evolves over time. In addition, relying on self-reports of employee well-being and psychological well-being may be biased, as these data may not be accurate (Wang et al., 2020). External factors such as economic conditions, cultural norms, or industry-specific challenges, which could have confounded the results.

In addition to this research, future studies can clarify these limitations and expand our knowledge on the topic. Longitudinal studies could be very helpful in examining the impact of authentic leadership on the long-term well-being and psychological safety of employees. Comparing results across cultures and groups can reveal whether the results are general or specific to the environment (Labrague et al., 2021). Research could focus on developing strategies to improve leadership skills and attitudes, evaluating their impact on employee outcomes. Research factors such as organizational culture, work, and individual characteristics as influencing factors could strengthen these findings. Setting goals, such as training or work, can be more effective and provide better perspective. In today's work environment, it will also be important to study how virtual or hybrid workplaces change these relationships (Byrd, 2022). Future research could also examine unintended consequences, such as reduced social services, to determine ways to mitigate the impact (Getha-Taylor et al., 2015). Finally, evaluating the impact of leadership development programs on good leadership and the environment they create can provide valuable information for organizations seeking to support their employees and improve workplace outcomes.

Managerial Implication

The insights gained from this study provide important conclusions for managers and organizational leaders. To create a workplace that supports employee needs, managers must first create a safe environment where employees can share their ideas without judgment or negative consequences. It is also important for leaders to promote a positive social safety climate through open communication, transparency, and ethics throughout the organization. By focusing on these factors, managers can increase employee engagement, reduce stress, and improve overall well-being (Mazzetti and Schaufeli, 2022). Additionally, investing in training programs to help employers develop effective leadership skills can help them better support their teams and reduce psychological stress in the workplace.

Conclusion

This study highlights the important role of authentic leadership in promoting employee well-being, and that psychological safety is an important part of fostering this relationship. Furthermore, the impact of mental health highlights the importance of organizational structure in shaping leadership effectiveness. To promote employee well-being, organizations must invest in developing a culture that emphasizes honesty and integrity and work to create a safe mental health environment. By supporting a personal culture and strategic planning, employers can create a workplace that supports employee well-being, contributing to all employees, regardless of gender or ethnicity.

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