The Impact of Positive Leadership on the Well-Being of Mid-Level Leaders and the Well-Being of Employees at Korek Telecom

Laith Shakir Mohsin[1], Nagham Rasool Radhi[2]

Abstract

Studies related to positive leadership are gaining more attention from business organizations. OBJECTIVE: This study focuses on the impact of middle management's positive leadership on the well-being of lower-level leaders and the well-being of employees. METHODS: The study used a quantitative approach through a survey, and a purposive sampling method was chosen to select (134) managers and employees, working in the middle and lower departments at Korek Telecom in the city of Erbil, Iraq. Data were obtained through a questionnaire distributed to the research sample, which was measured using a five-point Likert scale to obtain the required data. Multiple linear regression analysis using SPSS was used to interpret the data. RESULTS: The results of the data analysis indicate that positive leadership of middle management leadership has a high impact on the well-being of lower-level leaders. Furthermore, positive leadership of middle management leadership also has a high impact on the well-being of employees. The analysis indicates that an increase in the positive leadership of middle management will enhance the well-being of lower-level leaders and the well-being of employees, and lead to tangible performance. From a broader perspective. CONCLUSIONS: This research provides encouraging insights for mobile telecom companies in Iraq to enhance the work performance of leaders and employees.

Keywords: *Positive Leadership, Well-Being of Lower-Level Leaders, Employee Well-Being, Korek Telecom Company.*

Introduction

The contemporary business environment can be defined as one that is characterized by volatility, unpredictability, complexity, and ambiguity. Organizational executives view the current business climate as unsatisfactory and wildly negative spiraling out of control. It is the responsibility of leaders to guide their organizations through difficult periods when they have to cope with change, stagnation, and downsizing in a transparent, effective, and moral manner. Employees have an obligation to provide their coworkers with the highest level of security, safety, hope, and purpose possible, and employers have a duty to ensure that their employees perform their jobs in a way that benefits both the organization and its employees. This means increased profitability for the company's employees, increased competitiveness, and a safeguard against financial difficulty that improves their quality of life and enables them to realize their full potential. Thus, adopting positive leadership methods is highly recommended since it improves employee satisfaction, well-being, dedication, and intention to stay with the organization. How a leader manages their direct reports has an impact on how those employees perceive their roles and expectations. An optimistic interpretive style is associated with many positive performance outcomes in the workplace for a competent leader. In addition to increasing employee involvement, motivation, commitment, and satisfaction (Nel, 2015:2).

Literature Review

Leaders rely on assimilation and integration to integrate major life experiences and functional social norms into their core. Moreover, self-reflection and self-awareness help leaders recognize and cultivate their personal qualities. However, admirable leaders empower their followers by acting as role models, and followers respond by adopting the traits and behaviors that the leaders have selected. Work group members legitimize positive leaders at the group level of analysis by giving them a leader role identity and adopting a follower role identity. Work groups are transformed into teams by positive team leaders using four

---

[1] University of Kufa - Faculty of Administration and Economics - Business Administration Department, Assistant Professor Dr., Email: Laiths.abutabeikh@uokufa.edu.iq, Organizational behavior
ORCID: 0000-0002-0563-768X, Country: Iraq – Najaf, Mobile: 009647800070701.
[2] University of Kufa - Faculty of Administration and Economics - Business Administration Department, Assistant Professor Dr., Organizational behavior, Email: Naghamr.radhi@uokufa.edu.iq, ORCID: 0009-0001-1369-9709, Country: Iraq-Najaf, Mobile: 009647800036178.

techniques that constitute a "shared sense of us." In the end, leaders within companies can foster a moral culture by laying a foundation of universal principles and using CSR projects to improve their environment. Alternatively, companies could employ organizational learning to establish a moral culture. While followers view leaders as submissive individuals who are persuaded by them, people view charismatic heroes in leaders. Numerous new perspectives on leadership have emerged as a result of this alteration in the narrative. Moreover, following this shift, the term "leadership" is now frequently used to characterize an interactive process that involves mutual influence and interaction between social actors, including leaders, followers, and other stakeholders, as well as their environment.

Previous research has focused on their main areas of interest in constructive leadership. The bulk of them share a similar ethical component, which is based on one or more conventional virtue ethics systems. Examples of leadership include servant leadership, ethical leadership, and leadership. The phrase "positive leadership" refers to a broad category of concepts, frameworks, and models related to leadership that are intended to improve followers, teams, and other stakeholders within an organization while also promoting actual performance, organizational excellence, and long-term protocols and practices. Positive leadership should be valued by stakeholders in the organization (Dick & Monzani,2020:1,2).

Positive leadership, on the other hand, is defined by other research as "the systematic and integrated manifestation of leadership traits, processes, behaviors, and intended performance," in addition to "the positive strengths, capabilities, and developmental potential of leaders, their followers, and their organizations over time and across contexts." Positive leadership needs to be methodical and integrated over time because positivity demands a broader perspective and an integrated analysis of the various system components that span time and contextual boundaries. Positive leaders (and organizations) must regularly assess many aspects of their values and operations because a single negative event can harm an organization's reputation for a very long period. Furthermore, previous studies suggest that effective leadership requires a combination of situational aspects, variable states, and steady traits. These traits, practices, deeds, and performance outcomes are evident at multiple levels, among them leaders, followers, and their organizations. The qualities of leadership that were previously described are in line with the widely accepted characteristics of leadership. On the other hand, positive leadership stands out since it emphasizes and makes the most of a person's strengths, abilities, and areas for improvement (Mrgan & Luthans, 2013:201).

Furthermore, previous studies have looked at a number of aspects of the importance of positive leadership. For example, the concept of positive leadership emphasizes how important it is for positive leaders to manage their own abilities and strengths in addition to the abilities and strengths of their followers and/or organizations in a coordinated and cohesive way. In addition to having a better sense of internal control and authority, positive leaders should also have positive assessments of their surroundings that motivate them to maximize their abilities and progress them toward new possibilities. Good leaders will be more aware of the challenges posed by distance and will be better able to discern the specific impacts that these challenges have on different people. According to (Adams et al, 2020:1148), followers have the ability to respond to them in a more consistent and well-rounded way. They can also proactively modify their approach to accommodate the needs of their followers.

Since the closeness and security that result from a leader's guidance, attention, and affirmation can periodically replenish psychological resources that have been depleted and generate new ones, these relationships have an emotional component. These relationships involve an essential cognitive component that promotes mutual respect and trust through role-playing and higher-level exchanges. People can acquire decision-making skills, critical success factors, a more independent, self-driven, confident, flexible, and skilled mindset, as well as the capacity to set their own goals and devise their own paths to achieving them. Furthermore, they possess the capacity to assume leadership positions within their peer groups, acting as promoters and messengers for innovative ideas within their spheres of influence. inspiring leaders as followers become more self-sufficient, the nature of the connection may change significantly from one of dependence and mentoring to one of collaboration and collegiality (Luthans Morgan & 2013:201).

Furthermore, there is a connection between and a critical function for trust and organizational justice in the development of constructive leadership. It is also clear that a positive organizational process begins with positive leadership. Consequently, good leadership fosters a positive organizational culture over time, which is required for the company to build a positive strategy that can only be implemented. Positive leadership goals can be summed up as follows: utilizing or cultivating positive human capital among current employees; positive organizational design A positive leader must be dependable first and foremost. Because trust essentially removes the need for formal agreements and contracts, it facilitates the management of dependency for both individuals and groups. Trust helps manage complexity and reduces ambiguity. Additionally, it enables flexible work schedules. promotes innovation and taking chances. Second, a leader must be more brave and open to building trustworthy relationships in order to try to learn from mistakes. A leader who has the audacity to have faith in the future will compel their team members to contribute to building the necessary trust. Thirdly, humility is a great quality in a person since it demonstrates your willingness to accept and understand both your strengths and weaknesses. Fourth, a leader needs to be genuine if they want to build relationships with others. Authentic leadership is characterized by a pattern of behavior that supports moral values and builds psychological capacities. It also includes behaviors that raise self-awareness, promote self-development, and enable balanced information processing. A genuine leader doesn't display hypocrisy or disparities in his actions and statements. Fifth, clear standards for staff appraisal, remuneration, and promotion, the growth of trust between leaders and followers, and an optimistic and entrepreneurial mindset are all essential elements of effective leadership. Sixth: The final essential element of successful leadership is hope. Entrepreneurial leaders are recognized for their aptitude in identifying, grasping, and capitalizing on possibilities in their environment—even when competitors view them as threats (Zbierowski & Góra, 2014:87).

Helping individuals and groups achieve remarkable achievement is the seventh objective of good leadership. Eighth: Positive bias, or emphasizing human potential, talents, and abilities, is another name for positive leadership. Its purpose is not to overcome obstacles but to foster prosperity and well-being. In addition to communicating positively and being upbeat, the ninth principle of positive leadership is to draw attention to the opportunities and value that may be discovered in both problems and weaknesses. Positive leadership doesn't dismiss bad things that happen; instead, it builds on them to create positive results. It is not the same as just being handsome, trustworthy, compassionate, or a servant leader; rather, it is about integrating and enhancing these attributes with a focus on strategies that instill a positive, strengths-based energy in people and organizations. The best possible use of human nature, or the promotion of virtue, is the ninth principle of positive leadership. This implies that a natural tendency toward kindness exists in all human systems. Eleven: Positive leadership is based on what motivates individuals and groups, what works effectively in businesses, what is admirable, noteworthy, and encouraging, as well as what is difficult (Cameron, 2008:3).

However, businesses and organizations require resources in order to achieve their goals. Among the various kinds of resources are financial, scientific, technological, human, and natural resources. One of the most important aspects of any company or organization is its human resources department because they manage other resources that affect... Employers need to monitor how well their staff members are carrying out their duties as workers are assets and their output contributes to the company's goals. Organizations that fail to maintain or manage employee performance may not adhere to employee performance differences, which can hinder the organization's progress toward achieving its goals. Companies expect their employees to work as hard as they can to accomplish their jobs. Measured by the actions made to improve the organization's or company's operations, employee performance is determined. The success or failure of the business is significantly influenced by employee performance. Because of how important this is, the company in this case needs to monitor each worker's performance to find out if they have fulfilled their duties and responsibilities as planned. This performance review will be used by the company to decide whether to keep the employee on staff. Performance assesses how well the employee can complete the task. Numerous elements, including as leadership style, motivation, job satisfaction, and employee engagement, can affect an employee's performance (Susanto et al, 2023:60). Performance is crucial in these situations since it is necessary for the success of an organization or business. Good performance results from optimizing the duties that multiple employees take on at any one time. Performance evaluates the caliber

of work in respect to standards set in a predetermined amount of time (Rezeki et al,2023:570). Coordination of leadership by individuals who inhabit several levels of the hierarchy and whose actions influence significant results at the individual, group, and organizational unit levels is essential to the efficiency of an organization. Organizational leadership is a multifaceted phenomenon. One aspect of leadership is supervision, in which leaders delegate, allocate, and terminate responsibilities. Executives in middle management set operational objectives and organize the steps required to achieve them. Although leaders at all organizational levels perform similar duties, such as setting policies, creating boundaries, and keeping things running smoothly, they do them in different ways (DeChurch et al, 2010:1070). Since an individual's skill and speed of work are founded on their self-belief in their capacity to plan and execute the actions required to achieve particular goals, they in turn define that person's well-being. A person's likelihood of engaging in and completing task-related activities increases with their level of competence. Studies reveal that workers' well-being acts as a protective shield against the negative effects of work-related stress on their mental health and is favorably correlated with workplace attitudes, training effectiveness, and job performance. Employee self-efficacy is influenced by the leadership environment at various organizational levels (middle versus lower leadership) via many processes for both productive work groups and individual employees. "The group's shared belief in their shared abilities to organize and execute the courses of action required to produce certain levels" of achievements is how collective efficacy has been characterized at the group level of analysis (Chen & Bliese, 2002:550). Thus, the subsequent theory is proposed:

H1: Positive leadership has a positive impact on the well-being of lower-level leaders

Research from the past has indicated that there are differences in meanings and perspectives associated with the term "well-being." Because it meant to be free from illness, this phrase was historically employed primarily to describe physical health. However, the term now encompasses more social, mental, emotional, and physical aspects as time goes on. (Simone, 2014:118). Since happiness is perceived as a blend of positive and negative effects together with a sense of life satisfaction, people tend to conflate happiness with well-being. A person's level of social well-being is maintained at a "set point," which means that, under most conditions, a person who reports high levels of well-being at Time 1 is likely to report high levels at Time 2. This is an impressive and well-researched outcome in this field. In the interim between the two evaluations, our emotional and mental state of satisfaction with our lives is what we consider to be well-being. Over the past few decades, there has been a substantial advancement in our understanding of this idea, and we now know a great deal about the components, causes, and benefits of well-being. Individual differences in wellbeing have been one of the key topics of interest for researchers. This curiosity led to the ground-breaking discovery that people's well-being levels are remarkably stable over time. Our ability to adapt to even the most difficult situations and dispositional factors like affect and personality can both be partly responsible for this stability. A different hypothesis holds that a variety of psychological mechanisms, such as optimism, self-worth, and a sense of control, work together to maintain a positive state of overall well-being. This helps us adapt by providing the resources we need to manage daily stressors (Page, 2005:4).

Recent research has combined several concepts of physiological, psychological, and social well-being, including workplace-specific metrics. However, the intricacy of professional settings can raise questions about the applicability and potential impact of these technologies (Kawakami, 2023:2). Many employees work eight hours a day while seated to do their tasks. Employees are not impacted by physical problems in their early years. However, together with poorly designed workstations, bad diets, and inactivity, lengthy periods of sitting lead to an increasing number of problems over time. There might eventually be a serious problem. Along with a plethora of other concerns, employees also face a reduction in cognitive function as stress levels rise, which leads to illness—a indication of a lower quality of life caused by psychological problems like stress and physical problems like back pain (Planinc et al, 2015:213). The human body and mind are subjected to extreme physical and mental demands, which when combined with everyday stress at work can have a detrimental impact on one's emotional and physical well-being. The fact that certain features of the job can put people in risk is making concerns about the health and wellbeing of employees more urgent. Workplace characteristics can have a significant effect on employees. Examples include the company's health and safety policies or issues with work design that are connected to the underlying work environment. Other potential risks include the recent increases in workplace violence, retaliation, and

animosity. work, as well as sexual harassment and other unhealthy behavior. Results related to health and well-being have even been connected to the nature of the professional interaction between superiors and subordinates (Danna & Griffin, 1999:358). Investing in employee well-being pays off for both firms and employees. Businesses benefit from improved output, higher productivity and loyalty, a dedicated workforce, longer employee lifespans, and higher levels of job satisfaction (Kathuria & Aryan, 2020:223).

The importance of employee well-being in organizational research has grown for a variety of reasons. It is obvious that an individual's experiences—both social and emotional—while working have an effect on them. These encounters also encompass non-work areas where workers spend about one-third of their time. Since they spend their time at the work site, they don't always finish the job when they leave. Additionally, bad health can negatively affect businesses and their employees. Unwell employees may contribute less overall, be less productive, make worse decisions, and miss more work. continually inside of businesses. Many researchers in the field of organizational behavior think that studies on well-being originate from theories related to motivation. Positive leadership accelerates their performance because it cultivates personal growth via the application of positive ideals, enabling people to face and resolve problems with skill and take part in activities that enhance the quality of human existence (Muharom, 2023: 288).

A person's position in the past was restricted to carrying out their assigned tasks, but in the modern workplace, human resources are essential to the business's operation and can significantly affect its performance. This suggests that you should take into account their needs, figure out what makes them comfortable, and then work to enhance their performance (Simone, 2014:118). One of the reasons employee well-being is so important is that it is not only dependent on external factors related to the workplace and organization in which the individual works. Therefore, in addition to coming from above through management's actions, it can be encouraged from below to alter personal traits and behaviors. Initiatives for workplace counseling, training, and organizational development are also being established with the intention of helping leaders, important players, and small groups create subsystems of well-being in the workplace. There seems to be a relationship between employee well-being and the subjective ability to create an acceptable psychological contract with the organizational environment. The correlation between job satisfaction and employee well-being can be explained by the latter's stimulation of the former through the ability to strike a balance between positive interpersonal interactions inside the workplace and the setting of reasonable personal goals that support one's own well-being. A variety of social interactions require the development of cohesiveness, optimism, and self-esteem. Well-being is also correlated with pleasant emotions, presuming that positive outcomes can arise from an individual's interpersonal features interacting with the organization. The matter of self-assurance as a valuable asset for both excellent workers and persons who serve both the company and the individual Positive attachment can enhance ties with the workplace and has a noteworthy effect on unconscious behavior related to goal pursuit, as per findings (Biggio & Cortese, 2013: 1-2). According to the definition of employee well-being employed in this study, it has to do with how people see their lives, occupations, and other duties that have a big influence on their feelings and experiences. A key component of individual employee well-being is the pursuit of enjoyable emotional experiences, which is connected to job satisfaction. It includes psychological and subjective well-being, which occurs when employees consistently feel joy and contentment. Based on non-recurring negative emotions including melancholy and anger, three dimensions of employee well-being can be defined (Ho & Kuvaas, 2020). As these are seen as indicators of happiness in the workplace, the first dimension is happiness, which is defined as the employee's experience, degree of happiness in his work, level of commitment, and job satisfaction. It's finished. When workers discover meaning and purpose in their work, they are happy in the workplace. When employees accomplish the work and tasks that are expected of them, are productive and meet all of their personal and professional goals, and are motivated to pursue new career paths, perform well at work, and uphold the organization's shared values, this makes them happy. Positive interactions are also fostered between senior management of the organization and its personnel (Qaiser et al., 2018: 4). Second, being free from diseases and injuries as well as having good bodily and mental health are all considered aspects of one's health. It also includes workplace-related psychological pressures, anxiety, and stress, all of which the organization strives to keep to a minimum for its employees in order to keep fatigue and stress from affecting their performance. These days, businesses give employee

health a lot of importance since it affects their general well-being. An employee in good physical health who is not experiencing stress, anxiety, depression, or pressure from their job will perform better and be more productive than an employee who does. These conditions have an adverse effect on the performance of the employee as well as the organization (Jena et al., 2017: 1-2). Third: Interpersonal connections: A happier and more fulfilled life is thought to require friendship, love, empathy, and affection for everyone, as well as the ability to love and form deep relationships of friendship. The quality of working relationships that exist between leaders, employing organizations, and coworkers is referred to as "social relationships". Trust, reciprocity, social support, information sharing with the leader, and a feeling of perceived organizational support are characteristics of these relationships. The welfare of those who work is impacted by their social relationships. Employee satisfaction increases in direct proportion to how well and reliably they connect with managers and other staff members at the organization (Huffman et al., 2015: 7).

In the context of this study, it is important to note the causal relationship between employee well-being and effective leadership. The importance of employee well-being may be strongly felt by organizational leadership. The primary reason for this interest is the positive correlations shown between worker productivity, well-being, and performance. The leadership has a responsibility to intervene on behalf of the health and welfare of their employees. It's also feasible that the advantages of this intervention will outweigh the costs of doing nothing in addition to increasing productivity. Workplace health initiatives can reduce the cost of medical care for employees and be Such interventions can also be part of a plan to address norms and obligations related to responsible employment. Positive leadership intervention in the workplace is primarily justified by the desire to improve worker productivity and quality of life while reducing financial losses due to illness, disability, and absence. Furthermore, it is thought that when people are able to achieve their social and personal goals and feel like they have a purpose in the community, they are more likely to be able to work creatively and productively, form strong bonds with others, and contribute positively to society (Fiona et al, 2014:4). Therefore, the following hypothesis was formulated:

H2: Positive leadership has a positive impact on employee well-being

Previous studies and literature reviews have shown that positive leadership has a positive impact on both lower-level leadership and employee wellness. However, by releasing a conceptual framework, this study presents a fresh notion as there is currently a lack of research on how these variables interact in the context of telecommunications companies—particularly in Iraq.
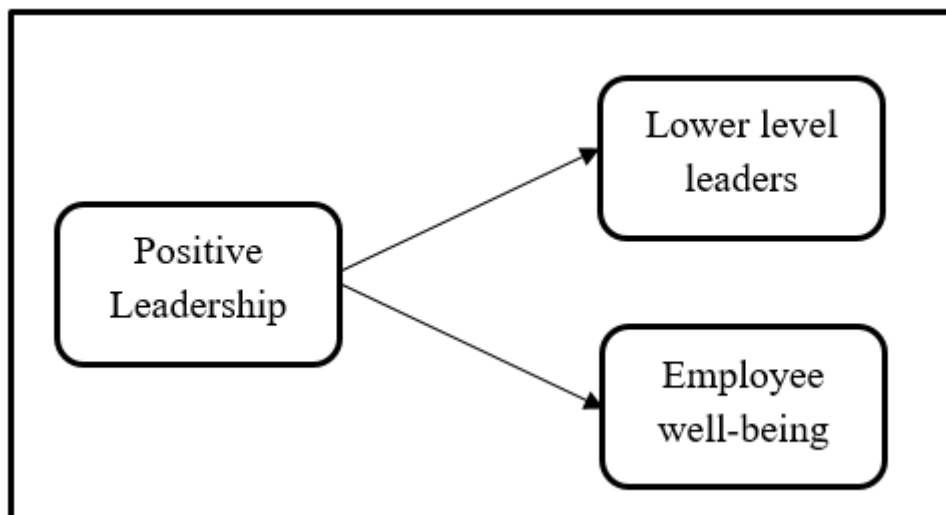

Figure 1. The Framework of Concept

Methodology

Research Design and Participants

The goal of this research is to examine how lower management leaders' and employees' well-being is impacted by constructive leadership. This goal was accomplished with the use of survey research. Survey research is the process of collecting data from a pre-selected population to learn more about a particular occurrence. In the context of this study, a survey was conducted in the Iraqi city of Erbil with 234 managers and employees of Korek Telecom. Information was obtained by means of deliberate sampling.

Tool

A questionnaire was used to collect the required data. The items on the questionnaire cover the three variables that were looked at in this study. The survey was created by drawing on several previous studies. There were a total of 37 items in the questionnaire, and each one had a five-point Likert scale with 1 representing "strongly disagree" and 5 representing "strongly agree." A pilot study was conducted with twenty-one respondents prior to distributing the questionnaire to the intended respondents. All items had Cronbach's alpha values more than 0.7 and coefficient values of 0.433, according to validity and reliability tests. This suggests that all of the survey questions were valid and reliable, meaning that additional information can now be gathered using them.

Data Collection Procedures

After the pilot study was over, the participants got the questionnaire. Data collection took place for nearly two months, from January to March 2024. In the end, there were 134 responses in the data set.

Data Analysis

Using the statistical program SPSS v. 27, the following steps were taken to examine the data from the questionnaire that was provided to the study sample: Using Microsoft Excel v. 2016 to total the sample members' replies based on the three factors was the first step in tabulating the data. Second, a multiple linear regression test was run at a significant level of significance (0.05), meaning that the hypothesis is accepted if the p-value is higher than (0.05). This test was performed to find out how the three variables related to one another and to test the hypotheses. Third, the study's conclusions and findings are presented based on the data analysis results.

Results

To investigate the relationship between positive leadership and the well-being of employees and lower-level leaders, this study employed linear regression to address the following research questions:

Table (1) presents the results of testing the first hypothesis (H1). Table (1), which shows a p-value of (0.002) (<0.05), suggests that lower-level leaders' wellbeing at (the research location) is significantly improved by positive leadership. This result confirms that the level of positive leadership demonstrated by middle-level leaders in (the study's application location) positively correlates with the well-being of lower-level leaders. The first hypothesis (H1) will be adopted in light of these data.

Table (1). Testing the impact of Positive Leadership on Leaders at Lower Levels

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta**		

(Constant)	2.834	0.416		6.819	0.000
Positive Leadership	0.307	0.098	0.527	3.312	0.002
Dependent variable: Leaders at Lower Levels					

Source: prepared by researcher based on (spss.v.27)

The results of evaluating the second hypothesis (H2), which examines the potential impact of positive leadership on worker wellbeing, are also shown in Table 2. The results showed that workers' well-being at (the research location), where the probability value was (0.000) (<0.05), is greatly improved by middle-level positive leadership.

Table (2). Testing the Impact of Positive Leadership on Wellbeing of the Employees

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**T**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	2.604	0.328		7.929	0.000
Positive Leadership	0.364	0.078	.639	4.333	0.000
Dependent variable: Wellbeing of the employees					

Source: prepared by researcher based on (spss.v.27)

Conclusion

The results of this study showed that positive leadership can improve the welfare of subordinate managers as well as employees. Positive leadership benefits both lower management executives and employees at Korek Telecom in the Iraqi city of Erbil, according to the results of data analysis performed using multiple linear regression. The results of the study indicate that in order to enhance the welfare of lower management leaders, Korek Telecom should encourage effective leadership techniques. By doing this, the company will be able to enhance the capacity of its executives to adapt to changes in the surroundings and accomplish its goals. This study also demonstrates how crucial it is to pay more attention to the different aspects of employee well-being in order to ensure that their output satisfies client needs. This entails taking into account the factors related to employee well-being and focusing on innovative methods that enhance the wellbeing of leaders in lower management. In Iraq, where the company is vying to provide its clients with the best services available, Korek Telecom's market share will be greatly impacted by helping middle management executives create a more favorable work atmosphere. Furthermore, studies based on a more thorough comprehension of workplace well-being may be created in the future, which will surely produce more intriguing results.

References

Adams BG, Meyers MC, Sekaja L. (2020). "Positive Leadership: Relationships with Employee Inclusion, Discrimination, and Well-Being". Applied psychology: an international review. 69 (4): 1145–1173.

Aryan R, Kathuria D. (2017). "Psychological Wellbeing at Workplace: An Analytical Study on It Sector". International Journals of Advanced Research in Computer Science and Software Engineering. 7 (6).

Biggio G, Cortese CG. (2013). "Well-Being in The Workplace Through Interaction Between Individual Characteristics and Organizational Context". International Journal of Qualitative Studies on Health and Well-being. 8)1(:1-13.

Cameron KS. (2013). Practicing Positive Leadership Tools and Techniques That Create Extraordinary Results. Berrett-Koehler Publishers Inc. California. USA.

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". [Working Paper]. Birmingham Business School Discussion Paper Series. University of Birmingham. UK.

Carolyn M, Morgan Y, Luthans F. (2013). "Positive Leadership: Meaning and Application Across Cultures". Published in Organizational Dynamics. 42(3):198–208.

Chen G, Bliese PD. (2002). "The Role of Different Levels of Leadership in Predicting Self- and Collective Efficacy: Evidence for Discontinuity". Journal of Applied Psychology. 87(3): 549–556.

Danna K, Griffin R W. (1999). "Health and Well-Being in the Workplace: A Review and Synthesis of the Literature". Journal of Management. 25(3).

DeChurch LA, Hiller NJ, Murase T, Doty D, Salas E. (2010). "Leadership Across Levels: Levels of Leaders and Their Levels of Impact". The Leadership Quarterly. 21(6):1069-1085.

Ho H, Kuvaas B. (2019). "Human Resource Management Systems, Employee Well-Being, And Firm Performance from The Mutual Gains and Critical Perspectives: The Well-Being Paradox". Human Resource Management. 59(3): 235-253.

Huffman AH, Culbertson SS, Wayment H A, Irving LH. (2015). "Resource Replacement and Psychological Well-Being During Unemployment: The Role of Family Support". Journal of Vocational Behavior. 89: 74-82.

Jena LK, Pradhan S, Panigrahy NP. (2018). "Pursuit of Organizational Trust: Role of Employee Engagement, Psychological Well-Being and Transformational Leadership". Asia Pacific Management Review. 22(3):1-17.

Kawakami A, Chowdhary S, Iqbal ST, Liao QV, Olteanu A, Suh J, Saha K. (2023). "Sensing Wellbeing in the Workplace, Why and for Whom? Envisioning Impacts with Organizational Stakeholders". Proceedings of the ACM on Human-Computer Interaction. 4;7(CSCW2):3610207.

Monzani L, Dick RV. Positive Leadership in Organizations. (2020). Oxford University Press. The Oxford Encyclopedia of Industrial and Organizational Psychology. Oxford. UK.

Muharom F. (2023). "The Impact of Spiritual Leadership and Motivational Leadership on Organizational Citizenship Behavior and Religious Performance: Evidence from Indonesian Islamic Schools". Educational Administration: Theory and Practice. 29(1): 284-296.

Nel T, Stander MW, Latif J. (2015). "Investigating Positive Leadership, Psychological Empowerment, Work Engagement and Satisfaction with Life in A Chemical Industry". SA Journal of Industrial Psychology. 41(1):1-13.

Page K. (2005). "Subjective Wellbeing in the Workplace". [thesis]. School of Psychology Faculty of Health and Behavioral Sciences. Deakin University. Melbourne Australia.

Planinc, R., Hodlmoser, M., Kampel, M. "Enhancing the Wellbeing at the Workplace". eTELEMED 2015 The Seventh International Conference on eHealth, Telemedicine, and Social Medicine. Portugal. Lisbon. 22-27. 2015.

Qaiser S, Abid G, Arya B, Farooqi S. (2020). "Nourishing the bliss: Antecedents and Mechanism of Happiness at Work". Total Quality Management & Business Excellence. 31(15-16): 1-15.

Rezeki F, Mardiputera HM, Wulandari A. (2023). "High and Low Levels of Employee Performance: The Role of Transformational Leadership Styles and Employee Engagement". Asian Journal of Management Entrepreneurship and Social Science. 3(03): 568-584.

Simone SD. (2014). "Conceptualizing Wellbeing in the Workplace". International Journal of Business and Social Science. 5(12): 118-122.

Susanto PC, Syailendra S, Suryawan RF. (2023). "Determination of Motivation and Performance: Analysis of Job Satisfaction, Employee Engagement and Leadership". International Journal of Business and Applied Economics. 2(2): 59-68.

Zbierowskia P, Gorab K. (2014). "Positive leadership: its nature, antecedents and consequences". Journal of Positive Management. 5(1): 85–99.