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**Human-Centered Leadership and Workplace Wellbeing: An
Empirical Study in the Private Sector.**

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Patras, Greece, June, 2026

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Human-Centered Leadership and Workplace Wellbeing: An Empirical Study in the Private Sector.

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“I would like to thank my husband for the support and help he offered me in order to finish this thesis and also my professor Sofia Chatzi for all support and contribution she offered me through this year! ”

Abstract

This study explores the relationship between authentic leadership and workplace wellbeing within the private sector. In recent years, organizations have increasingly recognized that effective leadership extends beyond performance management to include empathy, psychological safety, and employee empowerment. The research aims to examine how leaders who adopt an authentic-leadership approach, focusing on trust, open communication, and individual growth, impact employees', directly or indirectly, in their overall wellbeing, job satisfaction, and engagement levels. Using an empirical methodology, the study collects and analyzes quantitative data from professionals working in private organizations to identify patterns, correlations, and actionable insights. The results of the present research prove that authentic leadership affect the wellbeing and the engagement of the employees. This research not only adds to the growing body of literature on positive leadership and organizational psychology but also provides practical implications for HR professionals, managers, and executives. By identifying the link between leadership style and employee wellbeing, the study supports the development of inclusive, resilient, and high-performing organizations aligned with the principles of sustainable human development.

Keywords

Human-centered leadership, authentic leadership, workplace wellbeing, positive and negative impact, job performance, work engagement, leadership styles.

Ηγεσία με επίκεντρο τον άνθρωπο και ευημερία στο χώρο εργασίας: Μια εμπειρική μελέτη στον ιδιωτικό τομέα.

Μελανθία Σκουλά

Περίληψη

Αυτή η μελέτη διερευνά τη σχέση μεταξύ της ανθρωποκεντρικής ηγεσίας και της ευημερίας στον χώρο εργασίας στον ιδιωτικό τομέα. Τα τελευταία χρόνια, οι οργανισμοί αναγνωρίζουν όλο και περισσότερο ότι η αποτελεσματική ηγεσία εκτείνεται πέρα από τη διαχείριση της απόδοσης και περιλαμβάνει την ενσυναίσθηση, την ψυχολογική ασφάλεια και την ενδυνάμωση των εργαζομένων. Η έρευνα στοχεύει να εξετάσει πώς οι ηγέτες που υιοθετούν μια προσέγγιση αυθεντικής ηγεσίας, με επίκεντρο την εμπιστοσύνη, την ανοιχτή επικοινωνία και την ατομική ανάπτυξη, επηρεάζουν άμεσα και έμμεσα, τη συνολική ευημερία, την ικανοποίηση από την εργασία και τα επίπεδα εμπλοκής των εργαζομένων. Χρησιμοποιώντας μια εμπειρική μεθοδολογία, η μελέτη θα συλλέξει και θα αναλύσει ποσοτικά δεδομένα από επαγγελματίες που εργάζονται σε ιδιωτικούς οργανισμούς για να εντοπίσει μοτίβα, συσχετίσεις και εφαρμόσιμες γνώσεις. Τα αποτελέσματα αυτής της έρευνας αποδεικνύουν πως η αυθεντική ηγεσία επηρεάζει την εργασιακή ευημερία και την εμπλοκή των εργαζομένων με τον οργανισμό. Αυτή η έρευνα όχι μόνο προσθέτει στο αυξανόμενο σύνολο βιβλιογραφίας σχετικά με τη θετική ηγεσία και την οργανωσιακή ψυχολογία, αλλά παρέχει και πρακτικές επιπτώσεις για τους επαγγελματίες ανθρώπινου δυναμικού, τους διευθυντές και τα στελέχη. Εντοπίζοντας τη σύνδεση μεταξύ του στυλ ηγεσίας και της ευημερίας των εργαζομένων, η μελέτη υποστηρίζει την ανάπτυξη συμπεριληπτικών, ανθεκτικών και υψηλής απόδοσης οργανισμών που ευθυγραμμίζονται με τις αρχές της βιώσιμης ανθρώπινης ανάπτυξης.

Λέξεις – Κλειδιά

Ανθρωποκεντρική ηγεσία, αυθεντική ηγεσία, ευημερία στο χώρο εργασίας, θετική και αρνητική επίδραση, επαγγελματική παρουσία, εργασιακή δέσμευση, είδη ηγεσίας.

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List of Abbreviations & Acronyms

J-DR	Job-Demands Resources
SDT	Self-Determination Theory
ILO	International Labor Organization
S	Self-Awareness
R	Relational Transparency
M	Internalized Moral Perspective
B	Balanced Processing
LWB	Life WellBeing
EWB	Employee WellBeing
PWB	Psychological WellBeing
LLCI	Lower Level Confidence Interval
ULCI	Upper Level Confidence Interval

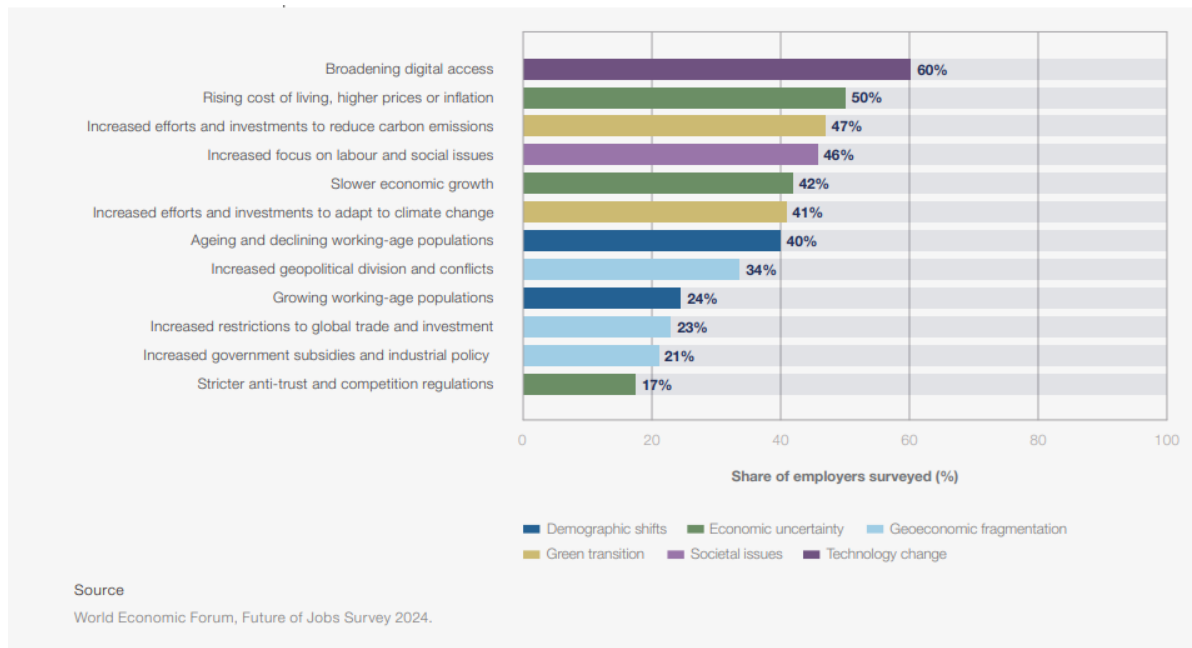
1. Introduction

This chapter introduces the research topic and provides the necessary background for understanding the purpose and significance of the study. It presents the context in which authentic leadership, work engagement, and workplace wellbeing have emerged as important areas of interest in contemporary organizations. Furthermore, the chapter outlines the research problem, the aim and objectives of the study, the research questions and hypotheses, and the expected contributions of the research. Finally, it presents the overall structure of the dissertation and provides an overview of the subsequent chapters.

1.1 Background of the study

Under the new economic era, more and more people try to find ways to achieve higher levels of their wellbeing. This need occurs after the changes in several sectors in economy. Environmental changes, geo-economics alignments, social expectations, especially technological changes with artificial intelligence in modern life, robotics and automation, green generation, lead to working transition and create new needs and expectations (Zahidi, 2025). Since the COVID-19 pandemic, increasing remote and hybrid work, rising cost of living, geopolitical conflicts, the climate emergency and economic downturns have added further turbulence to technology-driven global employment changes. All above create new roles and perspectives of working environment and give the need people to align in more complicated environments. According to World Economic Forum employees have to transform and upgrade their existing skills until 2030 and this creates higher demands (Zahidi, 2025).

Figure 1.1 Micro trends driving business transformation



Source: (Zahidi, 2025)

All of the above demands, create a complicated and demanding environment for the employees who have started to need a healthier lifestyle in order to avoid burnouts. From the other hand companies in order to become talent attractions have started to adapt more and more supportive strategies and are focused on the employees' wellbeing (Zahidi, 2025). This comes together with the need of modern employees who have started to prioritize their wellbeing and a healthier lifestyle. Modern employees set the workplace wellbeing in first priority and the organizations realize this need as the asset that leads both sides to success (Li, Yang, Xue, & Zhuo, 2021). In modern lifestyle the work-life balance has priority in order people avoid mental and psychological problems and employees seems to need supportive and positive working environments in order to achieve their personal goals (Aryanti, Sari, & Widianita, 2020).

The leadership style of the organizations is connected with employees' wellbeing. A leader influences and affects the followers and with its strategy and behavior can contribute to organization's success or fail. Leader motivates teams and encourages their creativity and innovation (Soeari, Ilhami, & Achmad, 2022). Especially, authentic leadership has the most important role in order employees achieve their personal goals through the organization and the organization achieve the success (Review, 2025). Self-awareness,

relational transparency, internalized ethics and balanced processing are the characteristics of the authentic leadership. Employees who belong in a supportive, transparent and ethical working environment can contribute better to all demands and perform better with their tasks. As a result the organization succeed its goals and the employees' too. The human centered approach of the leaders create healthy environments with teams that are influenced and inspired positively (Jiewen, Ahmad, & Xiaoyang, 2024).

Work engagement is the mediator that connects the authentic leadership with the wellbeing of the employees. The three dimensions of the work engagement (vigor, dedication, absorption) are important in order employees feel connected with the team and with the leader. With this way is succeed not only their productivity and their commitment to the organization but also their personal goals which lead to their wellbeing (Bakker, Arnold B.; Leiter, Michael P., 2010).

Given the increasing importance of employee wellbeing and engagement in contemporary organizations, understanding how authentic leadership influences these outcomes has become a significant area of research. Therefore, the present study focuses on examining the relationships among authentic leadership, work engagement, and workplace wellbeing and investigates the mediating role of work engagement in this relationship.

1.2 Research problem and Rationale

Leadership keeps an important role in an organization and it has a strong impact not only to the people of the organization but also to the overall outcome of it. The way that an organization leaders, affects the organization itself, through decisions, behaviors, and collaborations. In general the way of leading drives the company and the employees to specific outcomes that either have positive or negative impact (Soeardi, Ilhami, & Achmad, 2022). That's why leadership takes into account the wellbeing and specifically the workplace wellbeing of the employees. The wellbeing is very important as it seems to be connected with the success or failure of the organization. Employees who work in a positive environment, fruitful, with well-structured communication and supportive collaboration can lead to personal success and as a result this success returns to the organization. Nowadays, companies pay extra attention to the workplace wellbeing and create the whole structure of

the company directly to this path (Dewangan, 2025). At the same time, workplace wellbeing and work engagement have emerged as critical factors influencing employee satisfaction, productivity, and overall organizational performance. Dedication and devotion of the employees that occur from their workplace wellbeing create the engagement with their duties and the organization too (Bakker, Arnold B.; Leiter, Michael P., 2010).

Although a considerable body of literature has examined the relationship between leadership, work engagement, and employee wellbeing, these variables are often investigated separately rather than as part of an integrated framework. More specifically, the mediating role of work engagement in the relationship between authentic leadership and workplace wellbeing remains relatively underexplored. In this research the aim is to investigate the relation of the two variables, authentic leadership and workplace wellbeing through the mediator work engagement and collect the results of this research.

Previous studies have demonstrated positive relationships among authentic leadership, work engagement, and workplace wellbeing, but a limited empirical research has examined the role of work engagement as a mediator in the relationship between authentic leadership and workplace wellbeing. As a result, the underlying mechanism through which authentic leadership contributes to employee wellbeing remains insufficiently explored (Bakker & Deremouti, 2018).

The present study offers not only a theoretical but also a practical contribution. From the theoretical aspect this survey contributes to the literature by providing more detailed and understanding information about the authentic leadership and how it works and affects the people in an organization. More specific, is examining the relationship between authentic leadership and workplace wellbeing through the mediating role of the work engagement and contributes to the existing literature (Bakker & Deremouti, 2018).

From practical aspect, the findings could contribute for the managers, leaders and in general in human resource professionals by giving the chance to understand better the way that people in an organization think and act. Modern organizations pay attention to people's wellbeing and how the organization and the role of the managers affect it. It is important for the organizations the wellbeing of the employees, their job satisfaction and prioritize a

sustainable performance of the employees. The results of the research can contribute to be developed new practices and initiatives that could help the overall performance of the organization and employees (Bakker & Oerlemans, 2012).

As a result to all above and to the research gap, this study has the aim to provide more information about authentic leadership, workplace wellbeing and work engagement. It means that it is examined the relationship between the variables and how the mediator affects each other. It is also important because by this examination it is explored how the leadership affects the wellbeing of the employees and can contribute to the managers insights by driving to a healthier working environment (Demerouti & Bakker, 2008).

1.3 Research Aim and Objectives

The aim of this research as already referred, is to identify the relationship between the authentic leadership and the workplace wellbeing through the role of the mediator work engagement and to support the literature with extra comprehensive information about these variables. In particular, the mechanisms through which authentic leadership promotes positive employee outcomes remain insufficiently explored. So through the mediating mechanism of work engagement is also examined the relationship among authentic leadership and workplace wellbeing and not only the relationship of all the variables separately.

Based on the research problem and the identified gaps in the existing literature, the main goal of this study is to test and explore the relationships among authentic leadership, work engagement, and workplace wellbeing. It means that is tested if the way that the managers lead their teams and the employees affect their workplace wellbeing and support their engagement to work and the organization. By adopting an integrated research framework, the study aims to provide a deeper understanding of the mechanisms through which leadership contributes to positive employee outcomes in contemporary organizations.

In order to better understand and succeed the aim of the study there are specific objectives that are designed in order to examine the relationship between authentic leadership, workplace wellbeing and work engagement and how the mediating role of work engagement

affect the two variables of the research. The study also tries to identify, if the demographic characteristics affect the workplace wellbeing.

Research Objectives:

- To examine the relationship between authentic leadership and workplace wellbeing.
- To examine the relationship between authentic leadership and work engagement.
- To examine the relationship between work engagement and workplace wellbeing.
- To investigate the mediating role of work engagement in the relationship between authentic leadership and workplace wellbeing.
- To explore whether workplace wellbeing differs according to selected demographic characteristics.

1.4 Research Questions and Hypotheses

Based on the theoretical framework and the empirical evidences that are referred to the literature review this study aims to develop research questions and hypotheses that help to investigate the empirical research. The formula that the survey is based in order to create the questions and the hypotheses, is the assumption that authentic leadership plays an important role in shaping employees' attitudes and experiences within the workplace. Moreover the study aims to examine how authentic leadership, workplace wellbeing and work engagement are related each other and if the mediator plays a role between the variables of the survey (Avolio & Gardner, 2005).

Research Questions:

- How authentic leadership does influence workplace wellbeing?
- How does authentic leadership influence work engagement?
- What is the relationship between work engagement and workplace wellbeing?
- Does work engagement mediate the relationship between authentic leadership and workplace wellbeing?
- Do selected demographic characteristics influence workplace wellbeing?

To address the research questions presented above and empirically examine the proposed relationships among the study variables, a series of research hypotheses are developed. The hypotheses are derived from previous theoretical and empirical studies suggesting that authentic leadership is positively associated with employee engagement and wellbeing, while work engagement has been identified as an important mechanism influencing positive workplace outcomes. As a result, this study suggests a framework that examines both direct effect between the variables: authentic leadership and workplace wellbeing and also indirect effect of authentic leadership on the wellbeing of the employees through the mechanism of work engagement (Demerouti & Bakker, 2008) (Avolio & Gardner, 2005).

Research hypotheses:

- H1: Authentic leadership positively influences workplace wellbeing.
- H2: Authentic leadership positively influences work engagement.
- H3: Work engagement positively influences workplace wellbeing.
- H4: Work engagement mediates the relationship between authentic leadership and workplace wellbeing.

1.5 Significance of the Study

This specific study provides an important contribution to future potential academic research and also practice in the organizations. In the last years more and more employees search for healthier working environments that can provide work-life balance. From the other hand, also organizations are trying to identify the healthier working experiences of their employees. Consequently, understanding the factors that promote positive workplace experiences has become a major concern for researchers and practitioners alike. By examining the relationships among authentic leadership, work engagement, and workplace wellbeing, the present study seeks to provide valuable insights into how leadership behaviors contribute to the development of healthier and more engaging work environments (Demerouti & Bakker, 2008).

Theoretically, this study provides the core of the knowledge on authentic leadership by examining the relationship with the work engagement and the workplace wellbeing. While

previous studies have investigated these constructs separately, fewer studies have explored the mechanisms through which authentic leadership contributes to employees' wellbeing. The mediating role of work engagement provides also a deeper understanding how the authentic leadership affects the workplace wellbeing of the employees through the organization (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

Practically, the findings of this study can provide significant information to the managers and create different perspectives on how they lead their teams. Professionals can initiate to new ways of leading and give to employees positive working experiences, raise their engagement and succeed the employees' wellbeing through these practices. Through the perspective of authentic leadership, managers can support better the employees and contribute to the healthier working environment, fulfilled and engaged employees and consequently achieve the goals of the organization. More supportive working environments drive to higher levels of job satisfaction and all achieve their goals. Therefore, the findings of this study may assist organizations in designing strategies that support both employee wellbeing and long-term organizational success (Demerouti & Bakker, 2008).

Overall, the present study aims to address significant gaps in the existing literature while also providing practical implications for organizations aiming to improve employee wellbeing and engagement through effective leadership practices. The relationships among authentic leadership, work engagement, and workplace wellbeing are examined within theoretical and practical framework, the study is expected to contribute to both academic knowledge and organizational practice. Consequently, the findings of this research may serve as a useful reference for future studies and for organizations seeking to create healthier, more supportive, and more engaging work environments.

1.6 Structure of the Dissertation

This dissertation is structured into six chapters, each one providing specific stages of the research' process and contributes to the aim of the study. The structure took place very carefully while was designing, in order to ensure logical procedure, right investigation of

the literature and proper interpretation of the results and the formulas that were used. The following section provides a brief overview of the content and purpose of each chapter.

Chapter One introduces the research topic and establishes the context of the study by presenting the background, the research problem and rationale, the aim and objectives of the study, the research questions and hypotheses, and the significance of the research.

Chapter Two provides a comprehensive review of the relevant literature concerning leadership, authentic leadership, and workplace wellbeing. In addition, the chapter examines the theoretical foundations and empirical evidence related to the study variables and develops the conceptual framework that guides the research.

Chapter Three describes the research methodology adopted in the study. It presents the research design and approach, the population and sampling strategy, the data collection procedures, the research instruments and variables, and the statistical techniques employed to analyze the collected data. Furthermore, the chapter discusses issues related to reliability, validity, and research ethics.

Chapter Four presents the empirical findings of the study and provides a detailed analysis of the collected data. The chapter includes descriptive statistics, reliability analysis, correlation analysis, mediation analysis, and additional statistical analyses concerning demographic differences in workplace wellbeing. Furthermore, the chapter evaluates the proposed research hypotheses and summarizes the key findings of the study.

Chapter Five discusses and interprets the empirical findings in light of the existing literature and theoretical perspectives presented in the previous chapters. The chapter compares the results of the present study with those of previous research and highlights the theoretical and practical implications of the findings, as well as the contribution of the study to the literature on leadership and workplace wellbeing.

Finally, **Chapter Six** summarizes the study and presents the main conclusions derived from the findings. The chapter also provides practical recommendations for managers and

organizations, discusses the limitations of the research, and proposes directions for future studies in the fields of authentic leadership, work engagement, and workplace wellbeing.

2. Literature Review

In this chapter is analyzed the literature about the leadership and the workplace wellbeing. It is explained the authentic leadership as an approach of human-centered leadership, the evolution through the years and how it affects the engagement and the wellbeing of the employees. Moreover, a theoretical part of empirical studies about the connection of the authentic leadership, the engagement and the workplace wellbeing are referred too, in order to explain the relationship between these three variables of our study.

2.1 Concept of Leadership in Modern Organizations

Because of its complexity there is not a universal definition for leadership. However, Zartman describes a definition and underlines, that it could be explained as the relationship, that the one part influences the behavior of the other part, with a specific goal, in a specific period of time. Leadership involves the impose of direction to other actors but also sometimes imposes the power too (Zartman, 1994).

Lussier and Achua, 28 years later, define leadership as the influence between leaders and followers. Leadership is an interdependent relationship, it is plural and shared. In order to be a good leader, first you should definitely be a good follower and with this way both sides earn the benefits (Lussier & Achua, 2022).

The ability of leadership to connect and create a strong relationship between people and at the same time to support the leader in order to accomplish the tasks and the goals of the organization shows the importance of its consistence (Jiewen, Ahmad, & Xiaoyang, 2024). Leadership plays an important role in an organization as the way it is executed, either drives to success or fail. It makes us understand that the organizations pay much attention to leadership in order to achieve their goals. Leadership makes changes within the organization itself, improvements, motivates its members, encourages creativity and innovation, adapts new techniques which sometimes changes the values and the beliefs of the organization itself, in order to be updated in the market. This effort increases the effectiveness and the strategic goals (Soeardi, Ilhami, & Achmad, 2022).

One of the main goals of modern organizations, in leadership, is to place a vision that there is a common goal, with same values and an orientation of a cooperative behavior that leads to a successful result. This interdependent and mutually influenced relationship between leaders and followers leads leadership to connected with management (Sartania, 2021). Leadership contains management and vice versa. Management is stucked to the stability and the process; it is alerted to solve the problems quickly and is aware of the availability of the resources that are well-organized. Leadership is more about setting strategic goals for the organization rather than planning or controlling. By motivating a group of people, inspiring others, initiating changes, cooperating with the team and building trust each other, creates the characteristics of an effective leadership. All above, consent that leadership has an important role in order to achieve an effective management (Aleksoski, Stojanovska, & Sopova, 2020). Either ‘leading’ or ‘managing’ describe the ability and the skills that is needed in order to drive teams with an effective way (Azad, et al., 2023).

Figure 2.1 Leadership and Management Continuum

Leadership		Management
Focuses on people		Focuses on things
Articulates a vision		Executes plans
Trusts & develops		Directs & coordinates
Creates change		Manages change
Uses influence		Uses authority
Authority comes from personal relationships		Authority stems from position in the organization
Thinks strategically		Determines long-term objectives and strategies
Delegates responsibility		Acts decisively
Appropriate risk taking and innovation		Decides how to use personnel and other resources

Source: (Azad, et al., 2023)

In modern organizations, leadership and employees’ psychological wellbeing are inextricably linked concepts. The way that the leaders can inspire, motivate and give value to teams, transforms and affects the psychology and in the end the performance of the employees. The employees that feel good and safe in the working environment can contribute to organization with the best and most productive way. Mentally healthy employees can help the organization to be improved and grow faster with more qualitative results. Leaders are responsible for this performance of the employees. By understanding the teams, support them, prioritize their needs, pay attention to them, encourage them and give the boost that they need, employees and whole teams can perform their best possible result. This happens because they are sentimentally stable, they feel important to the others, they are countable and they feel a deep job satisfaction. The stability that a leader gives to the employees, determines the highly motivated and the deep engaged in performance. The

right direction that a leader gives to the employees, drives them to be more supportive to the organization and behave with a more optimistic and more productive way (Ausat, Shafiq, Wafik, & Lopez, 2024).

2.2 Authentic Leadership as a Human-Centered Leadership Approach

Authentic leadership is the leadership style that responds and contributes to all demands of an organization that are connected with the organizational effectiveness. Authentic leadership theory consists of the for elements of self-awareness, relational transparency, internalized ethics, and balanced processing and these elements are the core of the behavior of the authentic leader (Jiewen, Ahmad, & Xiaoyang, 2024). The authentic leader has a positive impact to his followers and influences them with a way that leads them to achieve their best performance and as a consequence the success of organization's goals. Authentic leader is characterized by his authenticity and his ethical behavior. He builds trusting and supportive relationship between him and the followers, pays attention to their problems and supports their needs. The idea of the team culture, the inspiration of the personal growth and the positive working environment are high on the list of the authentic leader. With this way authentic leader, promotes the motivation of the team and the workplace wellbeing. The authenticity of the leader is connected with the credibility and liability of his values, his core beliefs and his actions (Jiewen, Ahmad, & Xiaoyang, 2024).

The authentic leadership is also connected with the human-centered leadership, servant leadership, transformational leadership and ethical leadership.

Human-centered leadership is defined as the leadership that understands the human aspect of the employees, respects and values the relationship between leader and follower and prioritizes the human being. It is not just a communication between leaders and followers. The human-centered leadership tries to connect with the core of human being. We are all humans first and leaders next (Morris, 2024). Authentic leadership as a human-centered approach emphasizes to emotional and psychological support of the employee, empowerment of its personality, supports its goals, and pays attention to employee's happiness and well-being. It is not just to motivate the followers but also to cover their emotional needs in order to perform their best (Safuan, 2025). However, this human-centered approach appeared during 1950, more awareness about the needs of employees

started during Covid-19, as organizational leaders realized that people had the need to stay focus on their physical and mental health, on their safety and well-being too. Suddenly is created the need for humanistic values such as dignity, justice, help, protection and real reconnection among the employees and the leaders and thus created an environment more human-centric and human-prioritized (Townsend & Romme, 2024).

The most important characteristics in human-centered approach are: the empathy for the employee's problems, build trust between stakeholders, employee's development, psychological safety, compassion and caring for the employee's difficulties and the ability to be a mindful leader both for itself and for the others (Kennedy, Campis, & Leclerc, 2020).

Servant leadership initially referred by Robert Greenleaf, in 1970s, who believed that servant leadership puts firstly the needs of the others and then follow these of the leader's. Basically, leaders serve the others. Through decades servant leadership gains more and more followers and becomes a strong asset for the organizational principles of a company and for a better management. In servant leadership the leader tries to make the followers better, healthier, wiser and autonomous. Leader tries to succeed higher standards and trust between him and the follower and makes the team to proceed on a path of success. People of the team feel safe to make mistakes and the servant leader is present to give them the importance they need and the acceptance they also need in order to go on stronger and stronger. The servant leader gives the applause to the team and not the opposite. The characteristics of the servant leader is an ethical person, deeply conscientious and brings value to the team (Guevara, Mallma, & Segovia, 2025).

Transformational leadership pays attention to the role of leaders for a positive change. Transformational leaders have the most important characteristic which is the inspiration that motivates people to achieve their goals. The important role of transformational leaders is to inspire, motivate and proceed with the right directions for the teams, in order to reach their top potentiality. Transformational leaders give value to people and do not deal with them, as factors to earn profits. They create the right preconditions so that the employees feel motivated, inspired in order not only to achieve the organizational goals, but also their personal ones too. With other words, transformational leaders are responsible to create a culture of innovation, evolution, sustainability and growth within the working environment. They change minds and hearts. As a result it seems that transformational leadership

intervenes deep down to the organization, changing policies and transforms a crucial working environment, that people feel safe and strong and the organization earns the maximum profits (Ausat, Shafiq, Wafik, & Lopez, 2024) (Ahmad, Gao, & Hali, 2017).

According to Ahmad, Gao and Hali transformational leadership is very close to ethical leadership. The definition of ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to the followers through two-way communication, reinforcement, and decision-making" (Ahmad, Gao, & Hali, 2017). Ethical leadership is connected with a leader who is characterized by honesty with the employees, morality and integrity in decision making, altruistic behavior with the followers, truthfulness between them, respect and concern about the others and an open character for the human being. Promotes ethical behavior in the working place, creates a caring and moral environment which is beneficial for the employees, the organization and even the society too (Ahmad, Gao, & Hali, 2017).

However, the above leadership styles are focused more on individual and moral aspects of leadership, thus they are connected with authentic leadership, while all above theories lead the framework in order to build the authentic leadership with the main target the human being (Safuan, 2025). In authentic leadership the experiences of the people, the diversity in the team, the well-being of the employees, the priority of people over processes, the inclusivity for all and the growth through the company, compose the authentic leadership. It is not about the numbers but the human existence which leads to engagement and as a result in a long-term success (Review, 2025).

2.3 Theoretical Frameworks Related to Leadership and Wellbeing

There are many theoretical frameworks that analyze and explain how leadership is connected with the work engagement and the wellbeing of the employees. These frameworks give us the opportunity to understand deeply how the behavior and total performance of leaders, affect the psychology of the employees in the working environment. Among all the theories, below is analyzed the Job Demands Resources (JD-R) model, the

Self-Determination Theory and the Positive Organizational Psychology that explain the significant impact of the leader to the wellbeing of the employees.

The JD-R model describes how the job demands and the job resources affect the performance of the employees and their wellbeing and how the employees react to the job demand and resources (Lesener, Wolter, & Gusy, 2018). By job demands is meant all these points in the job that demand a constantly physical and psychological effort as it is stress and over working. By job resources is meant all these parameters that help the employees to accomplish their goals such as growth, personal development, feedback, support and dependence (Bakker & Deremouti, 2018). The effectiveness of resources has real impact on demand. It means that the help, boost, support or growth that leaders provide to the employees are reflected directly to their performance and their psychological situation. If a leader is supportive, helpful, humanistic and motivate, creates a healthy and safe environment for the employee to achieve its goals and as a result to achieve its engagement and wellbeing in the job. As the job demands raised, such as many working hours, many projects to accomplished, many responsibilities, over working hours, stressful and competitive working environment, as the wellbeing of the employees is driven to a burnout. Despite of, when the job resources are efficient and create a helpful and supportive environment to the employees then they bloom and build their wellbeing and as a consequence the success of the organization. As the leaders provide the proper resources to the employees, as the negative effect of the job demands is reduced (Bakker & Deremouti, 2018) (Valtonen, Kimpimaki, & Savela, 2025).

JD-R model is also connected with the work engagement. Work engagement is the meaningful work experience of the employees, drive them to invest effort to work with the result of personal and organizational goal achievement. The engaged employees show high levels of motivation and enthusiasm about the work and the tasks they have to accomplish daily. (Holubek, Giovando, Lazarova, & Rozsa, 2025). As motivated and work-related the employees feel, as bigger is their dedication and their engagement with the work. The concept of the work engagement is not the same as workplace alcoholism. Work engagement is the commitment of the employees and this commitment is born from the happy and healthy working environment, the safety they feel in it, social support from their colleagues, autonomy, learning opportunities through the organization, performance feedback from their leaders and all the above achieve their engagement. All these job

resources can reduce the cost of job demands and also achieve the goals of the organization and help the employees maintain their strong levels of the work engagement (Bakker, Schaufeli, Leiter, & Taris, 2008).

According to Self-Determination theory (SDT), the employees live with the maximum level of wellbeing when their basic needs which are autonomy, competence and relatedness are satisfied. The leader has an important role in this satisfaction and especially the human-centered leader. The leader who approaches the employees with a human-centered behavior, is more possible to empower the strength of the employee, to give the constructive feedback that they need and to grow a positive relationship between them. This environment gives to the employees the autonomy they need in order to achieve their goals, enhances the competence in order to receive a healthy and constructive feedback and builds the relatedness between leader and employee. All above leads the employees to higher levels of motivation, job satisfaction and higher contribution to the organization. So, a human-centered leadership covers the psychological needs of the employees and as a result raises the total wellbeing of them (Claes, De Wit, Le Clercq, & Annemans, 2026) (Ryan & Deci, 2017).

Positive Organization Psychology identifies the factors that cause stress, burnout and disconnection to the employees. By following methodologies that improve all these factors, creates a safe and healthy working environment for them. This is totally connected with the leaders and their strategy plan that they follow. Leaders with a human-centered perspective can achieve effectively the positive organization psychology. By applying methods from positive psychology, employees can cultivate positive emotions, feel safety, engagement with the leader, feel that the leader is present to hear and understand them and as a result to grow and boost in the job. Dr. Dewangan underlines that the positive psychology creates all the positive emotions that lead to mental health and so as to wellbeing. Factors like, the working environment, the leadership style, the work-life balance, the job culture, and the team dynamics have the most important affect to the wellbeing of the employees. It is not only the happiness in the working environment but also deeper is the optimism, gratitude, strength, recognition and optimism. The positive psychology can affect all these factors with a way that will be beneficial for their overall wellbeing (Dewangan, 2025).

Overall, all these theoretical frameworks underline the importance of an authentic leadership in the working wellbeing and the significant impact that has the leader's behavior to the psychology and mental health of the employees.

2.4 Workplace Wellbeing: Definitions, Dimensions, and Indicators

In modern life people struggling to maintain their wellbeing. However, there are many stressful factors that create obstacles in order to achieve that. The demanding working environment, the continuously competition, the authoritarian leadership styles, very often destroy all the efforts and inevitable leads so to mental health problems as to burnout. With this way the idea to create and preserve a mental healthy lifestyle, with main goal the wellbeing is getting away (Liu, Fang, & He, 2025). Leadership plays an important role in shaping employees' wellbeing, as supportive and authentic leadership behaviors can positively influence employees' psychological and emotional experiences in the workplace. Surveys present that more and more organizations seem to understand this need of the people and lead their way to this path. They realize that the workplace wellbeing has an important role to the modern organizations. The work-life balance of the human beings in modern lifestyle is the basic goal that all want to achieve. The important role that plays the psychological wellbeing of the employees, in productivity and in positive business results, is one of the main priorities of the modern organizations (Aryanti, Sari, & Widiana, 2020).

Workplace wellbeing is a compound and multidimensional concept that has to do with the physical and mental health and grow of the employees in the working environment (Dewangan, 2025). International Labor Organization (ILO) defines the workplace wellbeing as a multi aspect environment that contains the quality and the safety of the employees in the working place. It has to do with the feelings of the employees in the working environment, how satisfied and engaged they feel about their job, including their psychological, emotional, and physical health (Molinar, Papp, & Juhasz, 2024).

Workplace wellbeing has a very important role on modern organizations, as it is connected and is dependent with the success and grow of an organization. The organization can understand that the emotional, psychological and mental health of the employees, is a determining factor of the employees' productivity and overall performance. As higher are

the levels of employees' wellbeing, as higher is the effectiveness in the job and as a consequence the organization's success. From the success of wellbeing of the employees the whole organization earns profit as people are happier and more productive. The low levels of employees' wellbeing create an environment of unsafety, instability, mental stress and finally to burnout. This leads to bad performance and failure either for the employee or for the organization's goals.

All above leads to the dimensions that define the working wellbeing: physical health, mental health, emotional resilience and social connectivity. Physical health is about the overall physical health and ability of the employees, with the absence of physical illness. The mindset of the organization, that promotes the productivity and energy, it can be succeeded through wellness programs or ergonomic designed facilities that help the employees' working conditions. Mental health is more about the psychological pressure, stress and anxiety that employees feel. It can be faced by stress management programs, counseling support, a more human-centered leadership and a more sustainable environment. This leads to emotional stability, satisfaction, happiness and motivation in the job. The emotional resilience is connected with the way that employees deal with their stress and working challenges and how they manage to overcome them and empower themselves. Social connectivity is the relationship that there is between the employees in and out of the job. This social connectivity has an important role in the quality of the relationships and the interaction between people. The social connection helps to build the trust each other, creates the team spirit and the sense that they are all part of a community that help and empower each other (Dewangan, 2025).

Basic indicators about the employees' wellbeing are the levels of job satisfaction that leads to engagement and productivity and so as to retention rates. The levels of job satisfaction are about how the employees feel for their job. If they feel safe, countable personalities, if they feel that there is a leader who understands them, help them to grow and support them, the levels of job satisfaction raised. The high levels of job satisfaction are the most important factor that leads the employees to a long-term engagement and commitment with the organization and its people. The positive feelings create the willing to try harder and more productively and creatively in order to achieve their personal goals and as a consequence the organizational goals. The higher level of value they feel, the higher levels of productivity

they achieve. All above drive directly the employees to a long-term stay to the organization which benefits them and the organizations as the last one has to deal with less costs of recruitment (Dewangan, 2025).

Work engagement is connected with the working wellbeing and it is defined as the fulfillment and the positive engagement of the employees in the working environment. They are strongly involved in the work and fully absorbed on their tasks in a positive way. Work engagement is circled by three dimensions: vigor, dedication and absorption (Bakker, Arnold B.; Leiter, Michael P., 2010). Vigor is about the resilience and willingness to put effort to the job and get through the difficulties. Dedication refers to the devotion that employees have with their job and the importance and meaningfulness they feel through the job. Challenge, inspiration and enthusiasm are connected with them and the job and this commitment drive them to achieve their personal goals. Absorption is the connection and fully dedication with the work and their duties. Employees are completely focused on their tasks and their working activities. Organizations also take the benefits through this engagement as the dedication and the enthusiasm of the employees demonstrate higher levels of productivity and success on the organization's goals. Not only organization take the advantages of this engagement but also the employees work in a healthy and less stressful working environment and with this way contribute positive in the working activities (Bakker, Arnold B.; Leiter, Michael P., 2010).

Overall, workplace wellbeing is a critical concept in modern organizations that needs a serious treatment from them, as the modern lifestyle has changed and people need more than a job in order to earn money. Work engagement is a motivational concept that challenge employees and the organization to succeed their goals and this healthy engagement drives to the workplace wellbeing of the employees. This highlights the importance of creating supportive and positive work environments that enhance employee's engagement and wellbeing. Employees demand a more humanistic behavior from the organization and need a safe and healthy working environment. Given the importance that needs, the workplace wellbeing has attractive many organizations to change the core of their managerial behavior and approach an authentic leadership that prioritize the wellbeing of the employees instead of the usual and traditional leadership styles. Authentic leaders, through transparency, ethical behavior, trust, and supportive communication, can create positive work

environments that encourage employee motivation and involvement. As a result, authentic leadership may positively influence both workplace wellbeing and work engagement. Employees who experience supportive leadership are more likely to feel psychologically well and actively engaged in their work.

2.5 Leadership Styles and Employee Wellbeing: Empirical Evidence

In the literature is referred many times that the leadership has a real and fundamental connection with the engagement and the wellbeing of the employees. The way that leaders cooperate with their teams, gives specific results both to the employees and the organization. From the surveys, this connection seems to be real and interrelated. There are several studies that have examined the connection between the leadership and the workplace wellbeing and the impact between each other, some of them referred as follow.

Modern organization realize that a new era in leadership can affect the engagement and the wellbeing of the employees and as a result the organization itself. Some studies underline that the leadership style that an organization adapts, has a critical role to workplace wellbeing. Specifically, the behavior of the leaders affects the overall performance of the employees. It means that leaders who build a trustworthy relationship with the employees create a healthy working environment for them and this gives benefits to the organization too. For instance, in China employees usually deal with high levels of stress that leads to burnout. This leadership style, that many Chinese organizations follow, seems that does not care about the work wellbeing of the employees (Liu, Fang, & He, 2025). Other study underlines that a leader with more humanistic behavior, who shares compassion with the employees, gives support and space to grow their abilities and skills and feels empathy for them, increases the wellbeing of the employees and as a result their performance too (Khan & Rahim, 2025). A humanistic leadership behavior not only influences positive employee's behavior, performance and as a consequence their well-being, but also creates a general attitude for the organization and the eudemonic well-being which emphasizes to engagement, vitality, growth, and thriving (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018). As a result, the organization's growth is based on the wellbeing of the employees and the wellbeing of the employees is based on a humanistic leadership style, so all are

moving around the same line and are dependent in order to be achieved the grow and success (Safuan, 2025).

Many of the studies - researches have mainly focused on the relationship between employee's wellbeing and leadership styles. It is a fact that inside an organization one of the most important factors, is leadership. A factor that not only influences the attitude of the employees, or their mental health or even job satisfaction but also creates engagement. Several empirical studies have concluded that, leadership styles, mainly focused on employees' needs, wellbeing and development, tend to have a positive impact on workplace wellbeing and organizational outcomes.

Supportive leadership is known to be one of the most studied leadership styles thus deeply connected with the employee wellbeing. Supportive leaders are known to guide, support and provide not only clear communication but also care about their employees. A study that was carried out regarding leadership and employee wellbeing found out that employees who feel supported by their leaders had lower levels of stress and less probabilities for a burnout. The study concluded that leadership behavior is directly associated in the overall job satisfaction of the employees (Lundqvist D., 2022).

Apart from supportive leadership, another leadership style linked to employee wellbeing and engagement is transformational leadership. Characteristics of a leader with that style is to inspire, motivate employees and encourage innovation thus creating a vision for the future. For that reason, literature review examining studies on leadership and wellbeing has shown that this kind of leadership is linked to engagement, motivation and job satisfaction. The studies concluded that transformational leadership not only improve psychological commitment but also job satisfaction (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018).

In addition to the previous leadership styles, a style that has gained quite an attention in recent years is the inclusive leadership. Mainly inclusive leaders focus on cultivating fairness, equity and respect thus creating an environment where employees feel valued and included. Empirical studies have found that when employees feel respected and included that is something that has positive effect on their wellbeing and such employees tend to experience job satisfaction and high psychological wellbeing. A study of 2025 concluded

that a supportive and respectful environment created by an inclusive leadership style, reduces the levels of stress (Zhang Y., 2025).

One of the most well-known leadership styles that has also been studied is that of human-centered leadership. Main characteristic of that style is that it focuses on trust, communication and employee development. As the name refers, employees are at the center of the organizational strategy, differentiating a bit from the traditional leadership approaches that mainly focuses on productivity and performance. Empirical research has shown that human-centered leadership improves employee engagement, empowerment, and organizational commitment. Studies have found that when leaders focus on employees' personal and professional development, employees feel more motivated, engaged, and satisfied with their jobs (Diniz, Marques, & Pereira, 2025). Furthermore, the leaders who keep an altruistic attitude, show empathy to followers and real concern about their wellbeing, these are the leaders who build a safe working environment and a deep and real connected relationship with the employees, instead of focuses only on their personal success. An empirical study on 2025 found out that leaders with a humanistic orientation, leads the employees to trust, happiness and earn the sense of a deeper value of their personality. All these feelings lead to a better cooperation with employees in the organization. Finally, the study underlined that the orientation of the leaders, can influence the culture of the organization and also affect the relationship between employees in such a way that the communication, support and trust between them can be succeeded (Zhang Y., 2025).

Above all leadership styles, is the authentic leadership, that is also studied and connected with the wellbeing and the engagement of the employees. Most recent study has shown that authentic leadership is connected with the reduce of job stress and employee burnout. Fair and supportive practices from the leaders drive through engagement and wellbeing in the working environment (Jun & Lee, 2026). Authentic leaders show integrity, ethics and fairness to the followers and by using specific methods enhance employees' productivity. The leaders who behave with transparency and open communication, motivate the employees and strength their positive engagement with the work (Baquero, 2023). An empirical study on 2023 shows that the self-reflective behavior of authentic leaders' impact positively the wellbeing of the nurses. Through clear communication, self-awareness and

the ability to listen feedback, create the start of the empowerment of the nurses and a moral and ethical working environment for them (Stephen, Lux, & Pick, 2023).

Overall, empirical findings consistently demonstrate that leadership plays a crucial role in influencing employee wellbeing. Leadership practices that promote support, trust, and empowerment, are associated with improved employee attitudes, higher engagement, and better psychological outcomes. A positive leadership, leads employees to higher job satisfaction and so to higher levels of wellbeing. Employees feel satisfied with their job so they tend to be motivated and psychologically well. The employee engagement is significantly connected with the workplace wellbeing as the more positive emotions that they have, the stronger is the need to stay in the organization for many years. These results confirm the theoretical arguments presented in the previous sections and highlight the importance of leadership in shaping a positive work environment in an organization.

On the other hand, leadership style that not focuses on the human being has different result and impact on the employees and on their performance as it is the authoritarian one. It is characterized as a more toxic, stressful and unhealthy leadership that doesn't care about the mental health and the wellbeing of the employees. On the contrary this leadership drives the employees to disconnection, job dissatisfaction and usually to burnout. The unsupportive working environment creates anxiety, human isolation, less productiveness and finally destroy the engagement, the working wellbeing and in general the wellbeing of the employees. Therefore, modern organizations increasingly recognize the importance of an authentic leadership, approaches that prioritize employee wellbeing and create supportive and inclusive work environments.

In conclusion, the empirical literature clearly demonstrates that leadership style is an important factor influencing employee wellbeing in the workplace. Supportive leadership, transformational leadership, inclusive leadership, human-centered leadership and authentic leadership have all been found to positively affect employee wellbeing, job satisfaction, and engagement. These findings support the idea that organizations should adopt authentic leadership practices in order to improve employee wellbeing, engagement and organizational performance. Despite of the growing body of research on leadership and employee wellbeing, there is still a need for further empirical investigation, particularly

within the private sector. Many existing studies focus on specific industries or organizational contexts, limiting the generalizability of their findings. Therefore, this study aims to contribute to the existing literature by examining the relationship between authentic leadership and the engagement and workplace wellbeing in the private sector.

3. Research Methodology

In this chapter is represented the methodology that is used for the research. It describes the design of the study, the methodology is used for the data collection, the population that is chosen and the strategy for the samples. It also refers the variables, the data analysis techniques and the validity and reliability of the survey.

3.1 Research Design and Approach

This study follows a *quantitative method* in order to test the relationship between the three variables, the authentic leadership, the working engagement and the workplace wellbeing. The quantitative approach seems most appropriate for this study, as it gives the option to collect numerical data in order to examine the relationship between the variables. The quantitative approach is very often used in researches and especially when the researcher wants to explain the relationship between the variables (Sileyew, 2020).

In this study the data are collected from employees that working in the private sector and that measures perceptions regarding leadership, wellbeing and engagement. The design of this study is *cross-sectional* thus collecting data in a specific period of time and not an analysis that takes place in a long period of time. This design is the best for this study as the goal is to collect and examine the data in this specific period of time and not to observe changes over time (Creswell & Creswell, 2022).

Furthermore, the study follows a *deductive research approach*. In this approach the researcher creates hypotheses that are based on theories and literature that already exists and then collects data in order to tests these hypotheses (Sileyew, 2020).

In general, could be said that the surveys are significantly useful when there is the will to measure opinions, behaviors and attitudes of people. Survey research is particularly a common method of research in management surveys, as it is allowing to collect data from many people. For all these reasons survey research is the most appropriate option for this survey too.

So, this type of design that is selected, in order to set up the survey, is appropriate, while it will help to achieve all the above goals. The data will be collected, they will be analyzed

and the relationship between the authentic leadership, the workplace wellbeing and the work engagement will be examined (Creswell J. , 2014).

3.2 Population and Sampling Strategy

As a citizen of The Netherlands the main sample are employees working in Dutch based companies and specifically in the private sector of the country. The main focus are companies in the high-tech industry thus this is the majority of the companies and the relevance in the country but also companies in engineering consultancy, architecture and logistics. The high-tech industry is characterized by dynamic work environments and innovation-driven practices, making it relevant to test the relationship of the leaders with the wellbeing and engagement of the employees. The sample is consisted of 97 respondents and distribution started on 17/04/2026 and completed on 9/05/2026, three weeks in total.

This survey has a target to collect data from a diverse group of employees in the private sector, with different roles, different educational level and working experience. This approach will give the opportunity to receive more realistic results about the relationship of the leaders and the employees in organizations within the private sector.

3.3 Data Collection Methods

In general, there are many methods of data collection with the most common being surveys and interviews. On the one hand interviews are used mostly in qualitative surveys and they have direct communication with the participants. Because of this direct communication, interviews give the opportunity to understand in depth the experiences and the opinions of the participants. On the other hand, surveys are used more in quantitative researches and with this way data can be collected faster and more effectively. Surveys usually contain questions and their answers can be statistically analyzed. Both surveys and interviews are important in order to collect data and the choice between them depends on the research. For the goals of this study and data collection, the method of survey questionnaire, is used (Creswell & Creswell, 2022).

The questionnaire is created by using Google Forms, which is an online platform that allows the easy distribution, easy data collection and easy data format. It is chosen this kind of

platform because it is friendly for the user and mostly it is online and this gives the possibility for the participants to fill in it easy and fast. The questionnaire distributed online through social media, emails and WhatsApp. Within the questionnaire was also added a small introduction that explained the target of the survey, informing the participants about the voluntary and anonymity character of that.

The questionnaire consists of closed type questions and is separated in different sections. The first section contains demographic kind of questions like work experience, age, sex etc. While the other sections are about questions in order to measure the variables of the survey: authentic leadership, workplace wellbeing and working engagement. In the questionnaire is used the Likert scale which was first introduced in 1932. Likert scales are commonly used in surveys and are employed to evaluate characteristics (Rokeman, 2024).

The questions of the variable of authentic leadership are based on 5-point Likert scale. The Likert scale ranges from 0 (none) to 5 (almost completely). The questions of the variable workplace wellbeing are based on 7-point Likert scale. The Likert scale ranges from 1 (strongly disagree) to 7 (strongly agree). The questions of the variable of work engagement are based on 5-point Likert scale. The Likert scale ranges from 1 (never) to 5 (always).

3.4 Research Instrument and Variables

As explained in the previous chapter in this study a structured questionnaire is used with the main variables being the authentic leadership, the workplace wellbeing and the work engagement. The questionnaire is designed based on the theoretical framework presented in the literature review and is structured in four different sections which give answers in specific questions.

The first section contains demographic questions in order to collect general information about the participants such as gender, age, educational level, working field etc. This section helps to understand the profile of the sample, who really are the people that answer to the questions and how representative and reasonable this sample is. Secondly, it helps to connect the answers with the educational level or the generations, as probably, in different

generations there is different perspective for the leadership style or the working wellbeing. It also gives the opportunity to compare the perspective of the women and men or the perspective of the managers and employees. The demographic section gives also well-structured research and as a result the trustworthiness it needs.

The second section is structured for the authentic leadership. In this section the authentic leadership is the independent variable of the survey. It is the independent variable because the employees' wellbeing depends from the leader's behavior. In this section there are questions that are related to the relationship between managers and employees in the working environment, such as questions about the support, communication and the feedback. These questions are appropriate for examining the relationship between the employees and the managers and can give us significant results about the leadership's practices and the impact in the wellbeing of the employees, as it is analyzed in details in the literature review.

The third section of the questionnaire refers to the wellbeing in working environment. This is the second variable of the survey and it is a dependent variable. This section assesses workplace wellbeing, which reflects employees' overall psychological and emotional state in relation to their work environment. How satisfied they are, the levels of stress or the working wellbeing. This section is the second important part of the questionnaire, as it gives the direction about the wellbeing of the employees in the working environment, the level of their stress or even the level of support they receive.

The fourth section of the questionnaire refers to the work engagement. This is the mediator variable of the survey. This section explores the level and depth of the work engagement within the organization, focusing on vigor, dedication, and absorption as key dimensions of how employees experience and invest their selves in the work.

The results of the questionnaire will finally describe the relationship and the connection between those variables.

3.5 Data Analysis Techniques

Since there is collection of data, statistical analysis is ideal to identify potential relationship, trends or patterns between the variables. The collected data are analyzed using quantitative statistical techniques. The statistical software IBM SPSS is used to carry out the analysis (Berenson, Levine, Szabat, & Stephan, 2020).

The demographic characteristics of the participants such as gender, age etc. are described using descriptive statistics. Also, Cronbach's alpha coefficient is employed to evaluate the reliability of the scales of this survey. Cronbach's alpha coefficient is widely used in researches and it is represented by a number between 0 and 1. Higher Cronbach's alpha values indicate greater reliability and consistency among the questionnaire items (Adeniran, 2025). In addition, statistical tests were conducted to examine whether workplace wellbeing differed across demographic groups. The assumptions of normality and homogeneity of variances were assessed before selecting the appropriate test. Independent samples t-tests were used where appropriate, while One-Way ANOVA, Welch's ANOVA or the non-parametric Kruskal-Wallis test were considered depending on whether the required assumptions were satisfied.

Correlation analysis is used to examine the relationships between authentic leadership, workplace wellbeing, and work engagement. This analysis helps identify whether positive or negative associations exist between the variables examined in the study. This technique allows the study to evaluate the predictive relationship between the independent and dependent variables. (Berenson, Levine, Szabat, & Stephan, 2020).

All these statistical techniques are the most appropriate for this survey in order to address the results with the most reliable and objective way.

3.6 Reliability, Validity, and Ethical Considerations

The scales used in the present study are established and widely recognized in previous researches. The authentic leadership items are based on the research of Neider and Schriesheim (Neider & Schriesheim, 2011), the wellbeing workplace items are based on the research of Zheng et al (Zheng, Zhu, Zhao, & Zhang, 2015), while the work engagement

items are based on the thesis of Chatziilias (Chatziilias, 2020). The use of previously validated scales contributes to the consistency and credibility of the research instrument, as these measurement tools have been widely applied in organizational and leadership research.

The structure of the scales and sub-scales are also based on the above previous researches and is became as follows:

- Authentic leadership
 - a. Self-Awareness (S)
 - b. Relational Transparency (R)
 - c. Balanced Processing (B)
 - d. Internalized Moral Perspective (M)
- Workplace wellbeing
 - a. Life wellbeing (LWB)
 - b. Psychological wellbeing (PWB)
 - c. Employee wellbeing (EWB)
- Work engagement

Participants are selected to join in this survey with absolutely personal willingness and availability. It is absolutely clear to all of them that their personal data are safe and private. The amount of time needed to be completed the questionnaire is about 3 minutes and this encourages the respondents to easily answer. It is safe of time as it can be sent online to many people at the same time and take results directly.

3.7 Research Hypotheses

Based on the literature review and the framework of this study the following hypotheses are formulated to establish relationship between the variables. Basically, to check that authentic leadership positively influences employees' attitude, wellbeing and engagement. Therefore, the hypotheses are:

H1: Authentic leadership positively influences workplace wellbeing.

H2: Authentic leadership positively influences work engagement.

H3: Work engagement is positively associated with workplace wellbeing.

H4: Work engagement mediates the relationship between authentic leadership and workplace wellbeing.

The proposed hypotheses were developed based on theoretical arguments and empirical findings presented in the literature review and will be examined through correlation and mediation analysis in the following chapters.

4. Data Analysis and Findings

This chapter presents all the findings from the study that were conducted through statistical analyses. The main purpose of these analyses is to examine the relationship between all variables of the study (authentic leadership, workplace wellbeing, work engagement) based on all data collected from the questionnaire survey. Firstly, are analyzed the demographic characteristics of the respondents and after that follows the descriptive statistics and the reliability analysis in order to conduct the quality and the reliability of the used scales in the survey. Further, the correlation analysis is performed which help to investigate the relationship between the variables and the mediation analysis examines the work engagement as a mediating mechanism between the other two variables. Finally, additional statistical analyses were conducted to examine differences in workplace wellbeing across demographic groups. The appropriate parametric or non-parametric test was selected according to the assumptions and characteristics of the data. The findings are presented in this chapter provide the empirical basis for the discussion and interpretation of results in the following chapter.

4.1 Demographic Characteristics of Respondents

Table 4.1 presents the demographic characteristics of the respondents, who participated in the study. Understanding the characteristics of the participants provides a better overview of the sample and supports the interpretation of the findings presented in the following sections.

Gender and Age

The sample consisted of 97 respondents, 52 of them are men and 45 of them are women (53,6% men and 46,4% women). Regarding the age of the respondents the 67% is in the range of 26-35 years old, while the 20,6% is in the range of 36-45 years old. These findings indicate that the sample consists of young people, mainly in the middle of their careers.

Level of education

The education level is outlined as 60 participants hold a master's degree and 27 of them hold a bachelor's degree, indicating a rather highly educated and skilled sample. It is 61,9% and 27,8% accordingly.

Years of work experience and position level

Regarding the employment characteristics, the majority of the respondents are between senior or mid-level, while the working experience is between 5 years and 9 years as the most common answer of the respondents. The majority of them are occupied mostly in engineering, consultancy and the high-tech sector.

During the preparation of the data for statistical analysis, some responses related to the employment sector required additional processing and categorization. Since the questionnaire included an open-ended question regarding the sector in which respondents were working, participants provided answers using different terms and levels of specificity. For example, some respondents referred to the broader industry of their organization (e.g., "High-tech" or "Semiconductor industry"), while others referred to their specific job function or department (e.g., "HR" or "Sales"). To improve consistency and facilitate the statistical analysis process, similar responses were grouped into broader and standardized categories. This process reduced response variability and allowed for a clearer interpretation of the demographic characteristics of the sample.

Table 4.1 Frequency analysis of Demographics

Demographics	Categories	Frequency	Percentage (%)
Gender	Male	52	53,6
	Female	45	46,4
Age	18-25	4	4,1
	26-35	65	67,0
	36-45	20	20,6
	46-55	3	3,1
	56+	5	5,2
Level of Education	High school	5	5,2
	Bachelor's degree	27	27,8

	Master’s degree	60	61,9
	PhD	3	3,1
	Other	2	2,1
Position level	Entry Level	7	7,2
	Mid-Level	32	33,0
	Senior Level	41	42,3
	Managerial	17	17,5

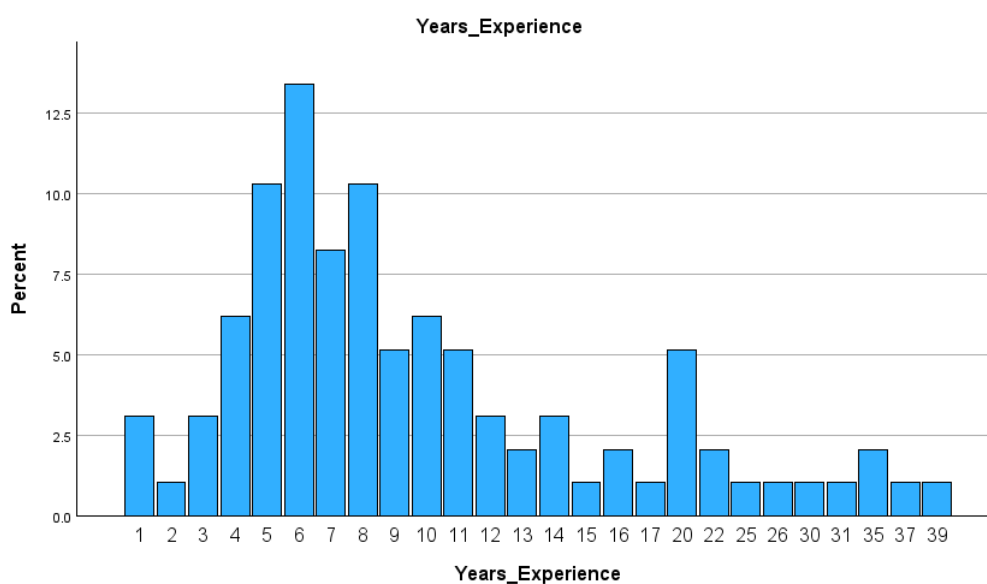


Figure 4.1 Years of experience frequency histogram

Table 4.2 Years of experience

	N	Minimum	Maximum	Mean value	Standard Deviation
Years of experience	97	1	39	10,64	8,142

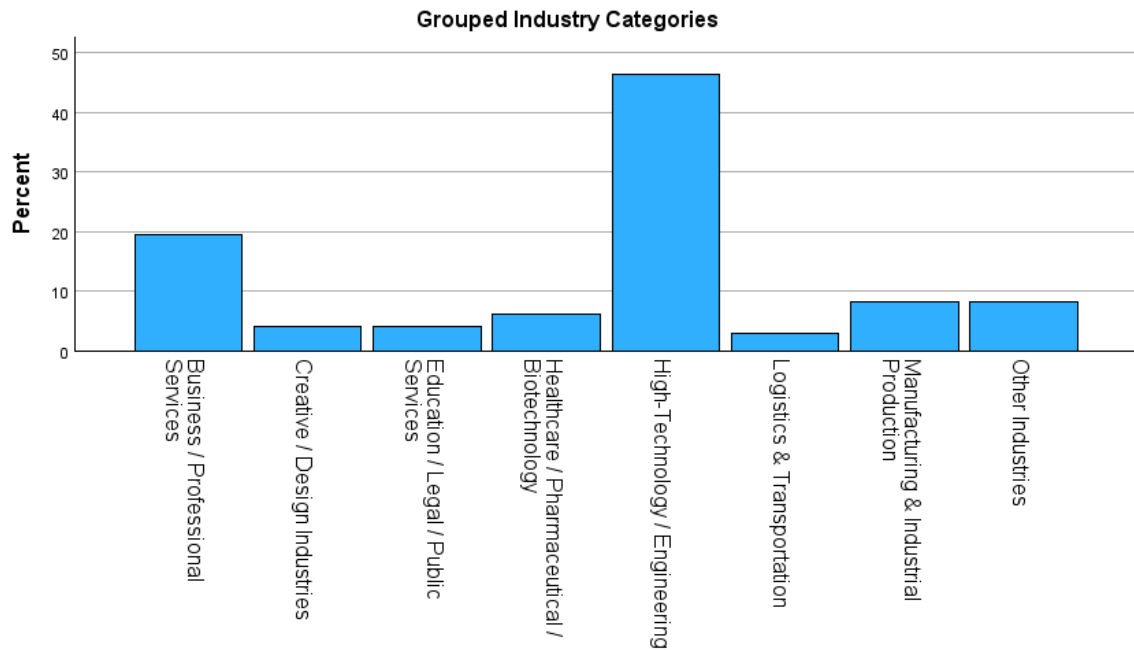


Figure 4.2 Industry Categories frequency Histogram

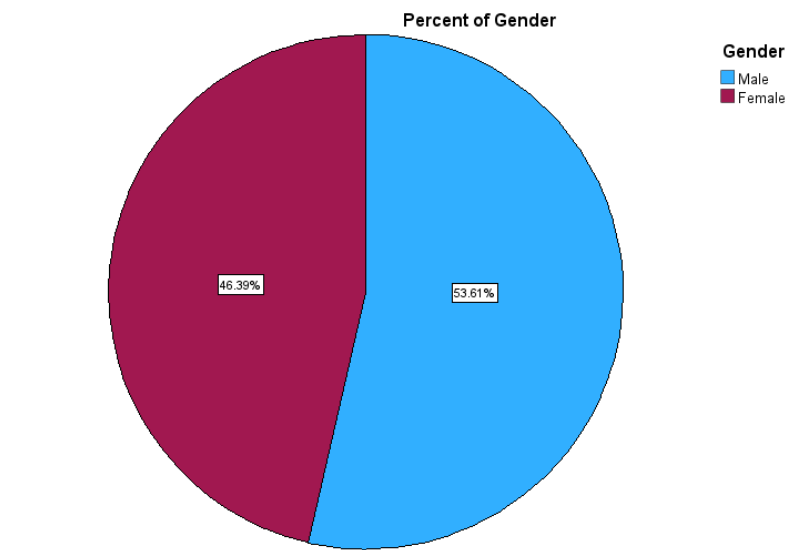


Figure 4.3 Distribution of Participants by Gender

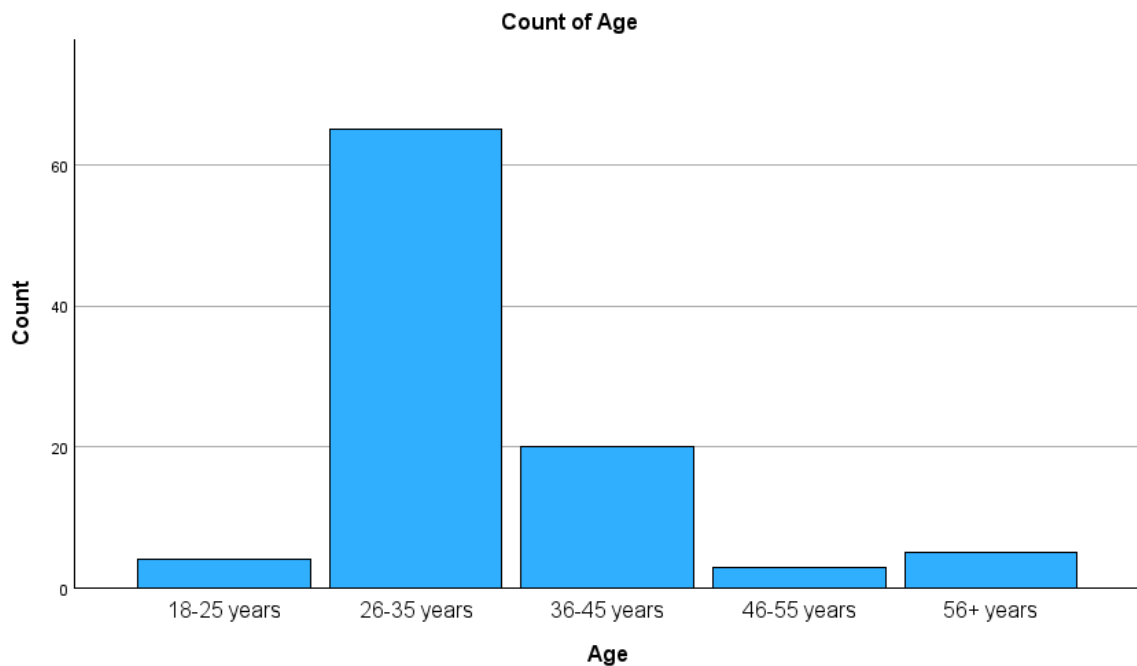


Figure 4.4 Distribution of Respondents by Age Group

4.2 Descriptive Statistics

Before the descriptive and inferential statistical analyses, were calculated for each variables the scoring procedure in SPSS. It means total scores were created by summing the responses of all questionnaire items belonging to each construct through the SUM function in the Compute Variable option. So, the three variables Authentic Leadership, Workplace Wellbeing, and Work Engagement were created. This specific approach helps to transform the responses of the questionnaire into composite variables representing each construct as a whole and facilitated subsequent statistical analyses.

The table 4.2 shows the descriptive statistical method of the variables', authentic leadership, workplace wellbeing, and work engagement. This statistical method presents the overall overview of the respondents that were participated in the research. It refers to the total number of the respondents (N), the minimum and maximum values, the mean values, and the standard deviation for each variable.

The results presents that the first variable (authentic leadership) has the mean value of 44,95 on a scale range from 0 to 70 and this confirm that the mean value of the employees find an

authentic behavior on their leaders as it is the transparency, self-awareness, human-centered and ethical behavior. The second variable (workplace wellbeing) has mean value 91,37 on a scale range from 18 to 126 and this variable has the highest mean value among the three variables. This high mean value explains that the employees deal with a positive and supportive working environment which connected with their wellbeing. The third variable (work engagement) has mean value 30,49 on a scale range from 5 to 45 and this is also high and shows that the employees keep positive levels of their engagement with their work and feel enthusiasm and involvement.

Table 4.3 Descriptive Statistics

	N	Minimum	Maximum	Mean value	Standard Deviation
Authentic Leadership Total	97	5,00	68,00	44,94	12,16
Wellbeing Total	97	41,00	121,00	91,37	15,78
Work Engagement Total	97	9,00	44,00	30,49	6,62

4.3 Statistical Analyses and Hypothesis Testing

This section presents the statistical analyses used to examine the relationships among the variables of the study. Reliability analysis, correlation analysis were conducted in order to assess the consistency of the measurement scales and examine the relationships and predictive effects among the variables included in the research.

4.3.1 Reliability Analysis

Overall, the reliability analysis indicates a high level of internal consistency, thus all values exceed the recommended 0,70. See Table 4.3.

Table 4.4 Reliability statistics

Variable	Number of Items	Cronbach's Alpha	Interpretation
Authentic Leadership	14	0,922	Excellent
Workplace Wellbeing	18	0,927	Excellent
Work Engagement	9	0,899	Excellent

4.3.2 Correlation Analysis

Pearson correlation analysis is used to test the relationship between the variables. The variables examined in the following pairs: authentic leadership – workplace wellbeing, authentic leadership – work engagement, workplace wellbeing – work engagement. The findings are shown below in table 4.4.

The findings reveal a statistically important relationship between the authentic leadership and the workplace wellbeing with ($r = 0,550$, $p < 0,001$) which underlines that the higher aspects of authentic leadership are connected with the higher levels of employees’ wellbeing. The second relationship between the authentic leadership and the work engagement shows ($r = 0,367$, $p < 0,001$) a moderate relationship between the behavior of authentic leader and the feelings of engagement the employees have because of that. The third relationship between workplace wellbeing and work engagement is also ($r = 0,734$, $p < 0,001$) represents that the higher levels of employees’ wellbeing lead to the higher and strongest engagement with the work.

In total the correlation analysis examined that all variables in this study are connected and affect positive between each other. It provides that through the significant relations between leaders and the employees, drives to the path of wellbeing and work engagement.

Table 4.5 Pearson correlation coefficient

Variables	Pearson r	Interpretation	Significance
Authentic Leadership – Workplace Wellbeing	0,550	Moderate positive relationship	$p < 0,001$
Authentic Leadership- Work Engagement	0,367	Weak-moderate positive relationship	$p < 0,001$
Workplace Wellbeing- Work Engagement	0,734	Strong positive relationship	$p < 0,001$

4.3.3 Mediation Analysis

Mediation analysis was used with the Hayes’ PROCESS Macro (Model 4) with 5000 bootstrap samples in order to test if the work engagement mediates between the authentic leadership and the wellbeing of the employees.

This analysis is used to examine if the effect of an independent variable on a dependent variable occurs directly or indirectly through a third variable, known as a mediator. In this study is examined if the authentic leadership (independent variable) through the work engagement (mediating variable) affect the workplace wellbeing (dependent variable). Figure 4.1 presents the mediation model used in the analysis, while Table 4.6 summarizes the mediation results.

The results present that the authentic leadership has a significant effect on the workplace wellbeing (Effect = 0,7143, $p < 0,001$) which means that the higher the level of the authentic leadership is, the higher the level of the wellbeing of the employees and the hypothesis H1 is statistically accepted. In addition, authentic leadership has a significant positive effect on work engagement (Effect = 0,1997, $p < 0,001$) which means that the employees who receive an authentic behavior from their leader have higher levels of engagement employees and the hypothesis H2 is statistically accepted.

When work engagement was introduced as a mediating variable, the direct effect of authentic leadership on workplace wellbeing remained statistically significant (Effect = 0,4213, $p < 0,001$) and the hypothesis H3 is statistically accepted. However, this relationship decreased compared to the total effect, indicating that part of the influence of authentic leadership on wellbeing operates through work engagement.

In addition, the indirect effect of authentic leadership on workplace wellbeing through work engagement was statistically significant (Effect = 0,2930), as the bootstrap confidence interval did not include zero (95% CI [0,1260, 0,5040]). According to Hayes mediation is considered statistically significant when the confidence interval of the indirect effect does not include zero. Therefore, the mediation effect identified in the present study can be considered statistically significant (Hayes, 2022).

The results show that with the partial mediation of the work engagement, the authentic leadership influences the workplace wellbeing both ways, directly and indirectly through the mediator. More specific, the behavior of the authentic leader has an impact not only on

the wellbeing of the employees but also to their engagement towards their work and contribute to improve the levels of their wellbeing.

All these findings underline how important is the role of the mediator engagement and shows that if an organization adopt authentic leadership practices, can affect the wellbeing of the employees through their engagement to the work.

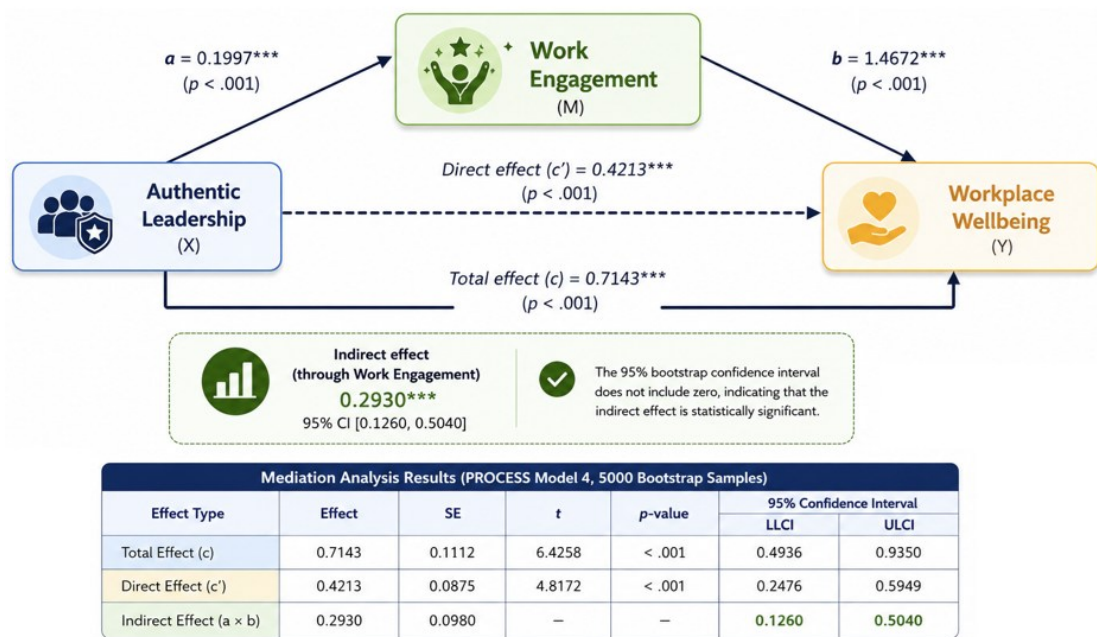


Figure 4.5 Mediation analysis results

Table 4.6 Hypotheses testing result

Hypothesis	Statement	Result	Hypothesis Acceptance
H1	Authentic leadership positively influences workplace wellbeing	$\beta=0,550$, $p<0,001$	Yes
H2	Authentic leadership positively influences work engagement	$\beta=0,367$, $p<0,001$	Yes
H3	Workplace wellbeing is positively associated with work engagement	$\beta=0,734$, $p<0,001$	Yes

4.3.4 Demographic Differences in Workplace Wellbeing

Along with the analysis of the main variables, it was decided that a secondary analysis for the demographics was also essential. Statistical tests were conducted to examine differences in workplace wellbeing across demographic groups. Before selecting the appropriate test, the assumptions of normality and homogeneity of variances were assessed.

Regarding the demographic variable Gender, an independent sample t-test was conducted, in order to examine if gender affects the wellbeing. According to the results (table 4.6), male respondents have slightly higher mean value in the wellbeing score, compared to the female ones. However, according to the results of the test the difference was not statistically significant, meaning that in the present study, workplace wellbeing does not significantly differ between the two sexes. For the remaining demographic variables, the appropriate statistical test was selected after checking the assumptions of normality and homogeneity of variances. Depending on the results of these checks, One-Way ANOVA, Welch’s ANOVA or the Kruskal-Wallis test was applied. However, post-hoc pairwise comparisons using Dunn’s test with a Bonferroni correction showed no statistically significant differences between any specific pair of groups after adjustment (all $p_{adj} > 0,05$). The strongest trend toward a difference was observed between the 18–25 and 26–35 age groups (raw $p = 0,009$, $p_{adj} = 0,087$), (see table 4.7). For the remaining demographic variables, no statistically significant differences in workplace wellbeing were identified. For education level, due to small group sizes and normality concerns, the Kruskal-Wallis test was applied and showed no statistically significant differences. For industry, the homogeneity of variances assumption was violated, as indicated by Levene’s test ($p = 0,007$); therefore, Welch’s ANOVA was used. The results showed no statistically significant differences across industry groups. Similarly, due to normality concerns and small group sizes, the Kruskal-Wallis test was used for years of work experience and position level. No statistically significant differences were found across experience groups, or across position levels.

Table 4.7 Demographic Differences in Workplace Wellbeing

Variable	Type of statistical Test	p-value	Result
Gender	Independent samples t-test	0,300	No significant differences

Age	Kruskal-Wallis Test	0,021	Significant overall difference
Education	Kruskal-Wallis Test	0,091	No significant differences
Industry	Welch’s ANOVA	0,169	No significant differences
Experience	Kruskal-Wallis Test	0,273	No significant differences
Position Level	Kruskal-Wallis Test	0,269	No significant differences

4.4 Summary of Key Findings

The findings of the research that examine the relationship between the variables, were analyzed in this chapter. An analysis about the demographic characteristics is conducted, descriptive statistics, reliability, correlation analyses, mediation analysis and hypothesis testing in order to achieve the purpose of the study.

The demographic analysis presented the characteristics of the sample and examined whether workplace wellbeing differed across demographic groups. The results showed a statistically significant overall difference in workplace wellbeing only for age.

The reliability analysis gave a better understanding on the scales that were used in the study. Cronbach’s alpha values exceeded the commonly accepted threshold of 0,70, which means that the questionnaire items that were used in order to measure the authentic leadership, the workplace wellbeing and the work engagement, were more than reliable.

The correlation analysis revealed the positive relation between all variables and most specific the workplace wellbeing and the work engagement have the strongest connection among all variables of this study. Furthermore, the authentic leadership shows how positive is the effect on the wellbeing of the employees and to the engagement they feel about their work.

Another important result that the mediation analyses show, is the partial involvement of the work engagement to the other two variables and how the authentic leadership influence the workplace wellbeing directly and indirectly. The authentic leadership behavior has an important role in the wellbeing of the employees but also the engagement levels have a role on their wellbeing.

Overall, the findings of the present chapter provide empirical evidence supporting the importance of authentic leadership within organizational settings and highlight the important role of work engagement as a mechanism linking leadership practices with employee wellbeing outcomes. The findings also emphasize that organizations aiming to improve employee wellbeing may benefit from implementing leadership approaches that simultaneously encourage authentic leadership behaviors and stronger employee engagement.

5. Discussion, Conclusions and Recommendations

In this final chapter is presented the summary of the study, a general discussion about the findings, a comparison with previous studies and implications both theoretical and practical. Moreover limitations of the study, suggestions for future research and final conclusions/thoughts are presented.

5.1 Summary of the Study

Last years more and more attention has been given to wellbeing of employees. Not only the employees search for the best way to achieve work-life balance but also the organizations try to adapt strategies to achieve employees' wellbeing. At the same time leadership plays an important role to this achievement as the way that managers or leaders deal with the teams drives them to succeed their wellbeing or not. Among the various leadership approaches, authentic leadership has emerged as a positive and human-centered form of leadership that promotes trust, transparency, and employee development. Consequently, understanding how authentic leadership contributes to employee wellbeing and engagement has become an important area of interest for both researchers and practitioners (Avolio & Gardner, 2005).

The main aim of the present study was to examine if the two variables (authentic leadership and workplace wellbeing) are related each other and if the authentic leadership through the work engagement with the role of mediator, influences the wellbeing of the employees. Moreover, examined if the workplace wellbeing differs according to demographic characteristics.

In order to achieve the objectives of this study, was used a quantitative research approach and a structured questionnaire as the primary data collection instrument was used too. Data were collected from employees working in the private sector in the Netherlands, and standardized measurement scales were employed to assess authentic leadership, work engagement, and workplace wellbeing (Chatziilias, 2020) (Zheng, Zhu, Zhao, & Zhang, 2015) (Neider & Schriesheim, 2011). The collected data were analyzed using IBM SPSS Statistics, and the statistical procedures included descriptive statistics, reliability analysis,

correlation analysis, mediation analysis, and additional analyses examining demographic differences in workplace wellbeing.

The findings of the study revealed a significant positive relationship between the variables and the mediator. In addition, the results indicated that the mediator role of work engagement partially involved in the relationship between the authentic leadership and the workplace wellbeing, suggesting that authentic leadership contributes to employee wellbeing both directly and indirectly through increased levels of work engagement. Finally, the additional analyses demonstrated that age was associated with differences in workplace wellbeing, whereas the remaining demographic characteristics did not show statistically significant differences.

5.2 Discussions of the Findings in Relation to Previous Studies

The main purpose of the present study was to test the relationship between work engagement, workplace wellbeing and authentic leadership. Also to examine if work engagement mediates the relationship, among workplace wellbeing and authentic leadership. The findings suggest that authentic leadership has an important role in promoting positive employee outcomes.

This present study presented a statistically significant positive relationship among authentic leadership and workplace wellbeing. The findings show that authentic leadership contributes to supportive and psychologically healthy working environment as the literature too. Not only Avolio and Gardner support that authentic leadership promotes positive employee outcomes, by fostering trust and genuine relationships between leaders and followers, but also Walumbwa argued that authentic leadership encourages positive psychological aspects that contribute to the employees' wellbeing (Avolio & Gardner, 2005) (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Therefore, the findings of this study provide an additional empirical evidence on the positive perspective of authentic leadership to workplace wellbeing.

The positive relationship between authentic leadership and work engagement is also supported from literature review but also from the present study too. Previous studies

consisted that authentic leaders inspire employees by creating work environments characterized by trust, openness, and psychological safety, which leads to their engagement with the work. Specifically, Rego found out that authentic leadership positively predicts work engagement, and Bamford finalized that authentic leaders offer higher levels of dedication and happiness to their employees (Rego, Sousa, Marques, & Cunha, 2012) (Bamford, Wong, & Laschinger, 2012).

In this study is also revealed the positive relationship between work engagement and workplace wellbeing and is in the same path with the JD-R model which underlines that engaged employees are more possible to experience positive emotions and higher levels of enthusiasm and energy. Bakker and Demerouti support that work engagement is connected with several positive outcomes and Schaufeli emphasize that engaged employees have the tendency to enjoy higher levels of job satisfaction and wellbeing (Demerouti & Bakker, 2008) (Bakker, Schaufeli, Leiter, & Taris, 2008). Therefore, the strong connection between work engagement and workplace wellbeing is fully supported in the present study.

One of the most significant and interesting findings of this study is the support of mediation mechanism. The role of work engagement in relation with authentic leadership and workplace wellbeing supported in the findings and indicated that work engagement partially mediated this relationship, suggesting that authentic leadership improves employees' wellbeing both directly and indirectly through increased levels of engagement. This finding is consistent with positive organizational behavior theory, which suggests that leadership behaviors influence employee outcomes through motivational and psychological mechanisms (Demerouti & Bakker, 2008). The findings indicate that authentic leaders not only create supportive environments that directly enhance employees' wellbeing but also encourage employees to become more engaged in their work, which subsequently contributes to improved workplace wellbeing (Avolio & Gardner, 2005).

Although the overall Kruskal-Wallis test indicated significant differences among age groups, none of the pairwise comparisons retained statistical significance following the Bonferroni adjustment. This outcome is likely attributable to the highly conservative nature of the Bonferroni correction, which substantially reduces statistical power to control for Type I error. Nevertheless, a clear trend was observed between the 18–25 and 26–35 age

groups, suggesting a potential difference that may warrant further investigation with a larger sample size. Indeed, some researchers have suggested that younger employees often experience greater uncertainty, career-related stress, and adaptation challenges, which may negatively influence their wellbeing. On the contrary, employees with greater professional stability and experience may report higher levels of wellbeing. The absence of significant differences across gender, educational level, industry, years of experience, and position level further highlights the importance of organizational and leadership factors in shaping employees' workplace wellbeing.

Overall, the findings of the present study are highly consistent with previous theoretical and empirical evidence. The results reinforce the importance of authentic leadership and work engagement as significant predictors of workplace wellbeing and provide additional support for the growing literature emphasizing the role of positive leadership behaviors in promoting healthier and more engaging work environments. Consequently, the present study contributes to the existing body of knowledge by further clarifying the mechanisms through which authentic leadership influences employees' wellbeing.

5.3 Implications for Leadership Theory and Practice

The findings of this study have an important implication both in theory and in practice. The results examined the relationship between authentic leadership, workplace wellbeing and work engagement and provide additional evidence of the positive relationship between them. Not only can contribute in the literature in theoretical aspect but also can have implications to managers and leaders into the organization in order to succeed the improvement of the employees' wellbeing.

Theoretically, the results of the survey provide further support to Authentic Leadership Theory that authentic leadership is connected and has positive influence to workplace wellbeing and to work engagement (Avolio & Gardner, 2005). The findings underline that leaders with authentic behavior contribute positive to organizational outcomes and as a result this study expand the size of the literature that emphasizes in the positive influence of authentic leadership to employees' psychological wellbeing.

In theory also, the findings support the assumptions of the Job Demands-Resources (JD-R) model which contributes to positive employee outcomes by increasing motivation and work engagement (Demerouti & Bakker, 2008). The significant relationships identified among authentic leadership, work engagement, and workplace wellbeing suggest that authentic leadership may function as an important organizational resource that stimulates employees' engagement and subsequently enhances their wellbeing. Therefore, the present study contributes to the application of the JD-R model within the context of positive leadership and employee wellbeing research (Bakker, Schaufeli, Leiter, & Taris, 2008).

Moreover, the identification of work engagement mechanism adds to existing literature by giving extra information to understand better the mechanisms through which authentic leadership influences workplace wellbeing. The results show that leadership behaviors affect employees' wellbeing directly and indirectly and is highlighting the importance of considering psychological mechanisms when examining the effects of leadership on employee outcomes (Avolio & Gardner, 2005).

In practical implication the findings of the survey could be interesting and useful to the managers and team leaders into the organization. Through leadership development programs leaders could be helped to develop characteristics like self-awareness, transparency, ethical decision-making, and communication skills that could support their teams and influence positive employees (Avolio & Gardner, 2005).

Additionally, the organizations could use the findings as a positive argument to consider employee engagement and wellbeing as strategic priorities rather than individual concerns. Initiatives that promote employee participation, provide opportunities for professional growth, encourage meaningful work experiences, and create supportive work environments may contribute to higher levels of engagement and wellbeing. Furthermore, organizations should recognize that improving employees' wellbeing may not only benefit employees themselves but may also contribute to organizational effectiveness, sustainability, and long-term success (Demerouti & Bakker, 2008).

Finally, the findings of this study should be considered as positive elements that could be helpful into the organizations in order to proceed in a different way of management, more supportive and healthier. By promoting authentic leadership behaviors and fostering

employee engagement, organizations may create more sustainable workplaces that benefit both employees and organizational performance.

5.4 Practical Implications for Managers and Organizations

The findings of this study are not only useful for the literature or future research but also they are important for practical implications either for the managers or the organizations that have the goal to enhance employee wellbeing and create more commitment and engagement into working environments. Based on the positive relationship between authentic leadership, work engagements and workplace wellbeing, organizations and managers can adapt specific leadership practices and succeed experiences of the wellbeing of the employees into the organization.

Recommendation 1 – Invest in Authentic Leadership Development

Firstly organizations should invest to their managers and team leaders and develop authentic leadership behaviors and follow leadership programs that pay attention to characteristics like open communication, transparency, self-awareness, and ethical decision-making that contribute to the engagement and wellbeing of the employees. Through authentic leadership training, managers and leaders could be benefit and adopt initiatives from authentic leadership that support them to imply an authentic leadership style to their teams.

Recommendation 2 – Foster Employee Engagement

Secondly, organizations should invest in employee engagement. Through practices that promote the engagement, the feeling of a meaningful work, the opportunities of their personal development, their autonomy, and the constructive feedback that makes them better, can succeed the working engagement and increase the levels of a healthy and positive working environment.

Recommendation 3 – Prioritize Employee Wellbeing

Thirdly, organizations can set new strategies that give emphasis on the wellbeing of the employees. Can take initiatives to support the employees’ psychological health, their job satisfaction and promote the work-life balance as the new era. By creating an environment that the employees feel that they have significant value and respect into the organization,

consequently can raise the levels of their wellbeing and as a result their organizational performance which is also important for the organizations.

Recommendation 4 – Supportive Organizational Culture

Moreover, the organizations can create a new working environment that is characterized by trust, openness and safety. The new culture gives the opportunity to the employees to work in a safe place that encourages the communication, transparency, mutual collaboration and as a result employees develop higher levels of the wellbeing and working engagement.

Overall, the finding of this study suggest to organizations that through authentic leadership behavior, the employees' wellbeing and engagement can be succeeded and as a result this creates positive effect to organization's goals. By investing in leadership development and creating work environments that support employee engagement and wellbeing, organizations may enhance not only employees' experiences but also their long-term effectiveness and sustainability.

5.5 Contributions to Workplace Wellbeing Research

The present study contributes to the literature not only for authentic leadership but also for the workplace wellbeing as it provides enough information regarding the relationship between the variables and the mediation mechanism.

Firstly this study provides empirical evidence that authentic leadership influences positively workplace wellbeing and work engagement and examined the relationship between authentic leadership, workplace wellbeing and work engagement. Although previous studies researched about these separately, this study examined the relationship among them and how authentic leadership influences workplace wellbeing through work engagement (Walumba, Avolio, Gardner, Wernsing, & Peterson, 2008).

Furthermore, this study contributes to literature important information by demonstrating that work engagement partially mediates the relationship between authentic leadership and workplace wellbeing. Through leadership behaviors is influenced the workplace wellbeing

and is highlighted the positive result to the organization through this positive influence (Avolio & Gardner, 2005).

Moreover the findings open a communication that leadership plays crucial role to wellbeing and open a discussion how leadership practices encourage employee engagement and positive workplace experiences.

Finally, the study contributes additional empirical evidence from a sample of employees working in the private sector. Since much of the existing literature has been conducted in different organizational and cultural contexts, the present findings provide further support for the generalizability of the relationships among authentic leadership, work engagement, and workplace wellbeing and encourage additional research in different organizational settings.

Overall, the present study contributes to workplace wellbeing research by integrating authentic leadership, work engagement, and workplace wellbeing into a single framework and by providing evidence regarding the processes through which leadership behaviors influence positive employee outcomes. The findings therefore add to the growing literature emphasizing the importance of positive leadership approaches and employee engagement in creating healthier and more sustainable workplaces.

5.6 Limitations of the Study

Although the present study contributes to the growing literature on authentic leadership, work engagement, and workplace wellbeing, several limitations should be acknowledged when interpreting the findings. It is important to recognize them, as it provides a more comprehensive understanding of the study's results and offers guidance for future research in this field.

Firstly, the study employed a cross-sectional research design, it means that the data were collected in a specific period of time and as a result the findings indicate associations among the examined variables but do not allow the establishment of causal relationships. Although the results suggest that authentic leadership is associated with higher levels of work

engagement and workplace wellbeing, it cannot be concluded with certainty that these relationships are causal. Future studies employing longitudinal designs may provide a better understanding of how these relationships develop over time (Saunders, Lewis, & Thornhill, 2023).

In addition, the study relied on a small sample of employees in the private sector specific in The Netherlands. Therefore, the findings probably are not fully generalizable for all organizations, industries or countries as employees working in different organizational contexts or cultures probably can experience such a behavior differently. Consequently, caution should be exercised when generalizing the findings beyond the specific sample examined in the present study (Saunders, Lewis, & Thornhill, 2023).

Further, all variables included in the survey were measured using self-reported questionnaires. Although self-report measures are commonly used in organizational research, they may increase the possibility of response bias, social desirability bias, and common method variance. Participants' responses may have been influenced by their personal perceptions or temporary emotional states, potentially affecting the accuracy of the findings (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003).

Finally, the present study focused absolutely on authentic leadership, work engagement, and workplace wellbeing and examined only one mediating mechanism. However, employee wellbeing is a complicated phenomenon that could be influenced by additional factors, as it is the organizational support, psychological safety, job satisfaction, and organizational culture. So, the proposed model does not capture all possible factors that may explain workplace wellbeing.

Although there are detected these limitations that should be taken into consideration as an opportunity for further research, this study provides to the literature valuable and useful insights into the relationship between authentic leadership, work engagement and workplace wellbeing and contributes to grow the research for the organizational behavior and employee wellbeing.

5.7 Suggestions for Future Research

The above limitations provided, give the opportunity for further research the literature that contributes in better understanding the relationship between the variables and the mediator mechanism. Future studies could employ longitudinal research designs in order to examine the relationships among authentic leadership, work engagement, and workplace wellbeing over time. Since the present study used a cross-sectional approach, causal relationships could not be established with certainty. Longitudinal studies may provide a deeper understanding of how leadership behaviors influence employee engagement and wellbeing and whether these relationships remain stable over time (Saunders, Lewis, & Thornhill, 2023).

Moreover, future research could expand the size of the sample and diverse through the private sector. The present study focused on employees working primarily in the private sector and involved a relatively limited sample size but future studies could add participants from different kind of industries, organizations and maybe countries.

Future research could also investigate additional mediating and moderating variables that may further explain the relationship between authentic leadership and workplace wellbeing. Variables such as psychological safety, organizational support, trust in leadership, organizational culture, and job satisfaction may represent important mechanisms through which authentic leadership influences employee outcomes. By examining these factor could be offered a more helpful and understanding aspect of the employee wellbeing.

In addition, could be interesting for further research, the comparison between different styles of leadership and provide the results and how effective they are to the wellbeing of the employees.

Overall, the findings of the present study highlight the importance of continuing research on authentic leadership, work engagement, and workplace wellbeing. As organizations increasingly recognize the importance of employee wellbeing and positive workplace experiences, further research in this area may provide valuable theoretical and practical insights and contribute to the development of healthier and more sustainable work environments.

5.8 Conclusions

The findings of the present study provide further empirical evidence of the importance of authentic leadership in promoting positive employee outcomes within the organizations. Overall, the results approve that authentic leadership is connected with high levels of the wellbeing of the employees and their work engagement, giving extra attention to the fact that the behavior and the whole attitude of the managers affect the workplace wellbeing. These findings support the view that leaders who demonstrate authenticity, transparency, and ethical behavior contribute to the creation of more supportive and psychologically healthy work environments (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008).

The main conclusion of this study is that authentic leadership affects positive the workplace wellbeing of the employees. The findings show that employees who accept a transparent, ethical and gentle behavior from the leader, with strong levels of good communication and support, then enjoy high levels of wellbeing in the working environment. This approves that authentic leadership contributes to a healthy working environment and employees enjoy support and psychological secure within the organization. So, authentic leadership may be considered an important organizational resource that promotes employees' positive experiences and overall wellbeing at work (Avolio & Gardner, 2005).

The findings of the study have also demonstrated that there is a positive relationship between authentic leadership and work engagement. This means that employees who have the opportunity to cooperate with a leader with authentic behavior, are more positive and feel more energetic and enthusiastic with their work. Authentic leaders promote trust, open communication and create the proper conditions for the employees in order to become more engaged with their work. As a result, authentic leadership has an important role in employees' motivation, devotion and involvement with the work activities and roles (Bakker & Deremouti, 2018).

Overall, the most important conclusion of this survey is the mediating mechanism of work engagement and how important is the role that plays between authentic leadership and workplace wellbeing. The findings suggest that authentic leadership contributes to employees' wellbeing not only directly but also indirectly by enhancing employees' levels

of work engagement. In other words, authentic leaders appear to create work environments that encourage employees to become more energetic, dedicated, and psychologically connected to their work, which subsequently leads to higher levels of workplace wellbeing. It means that work engagement has an important role through which authentic leadership contributes positive to the overall wellbeing of the employees (Bakker, Schaufeli, Leiter, & Taris, 2008).

The following analysis examined the demographic characteristics in workplace wellbeing and revealed that the age was the only demographic characteristic that has statistically significant differences in the workplace wellbeing. On the contrary, gender, educational level, industry sector, years of working experience and position level did not demonstrate any significant differences. These findings suggest that employees' perceptions of wellbeing may vary across different age groups, whereas the remaining demographic characteristics appear to have a more limited influence on workplace wellbeing. Consequently, the results indicate that factors related to leadership and work engagement may play a more important role in explaining employees' wellbeing than most demographic characteristics.

Overall, the findings of the present study highlight the important role of authentic leadership and work engagement in promoting employees' workplace wellbeing. The results show that organizations which want to improve employees' wellbeing, should not focus only to the organization's policies but also invest to leadership approaches that play the important role in order to encourage trust, achieve openness and employees' engagement. Through authentic leadership behaviors' is created a transparent, trustworthy and safe environment for the employees, who can feel more supportive, develop healthier instincts, and a more productive performance. Therefore, authentic leadership and work engagement should be considered essential organizational resources for enhancing employees' wellbeing and achieving long-term organizational success.

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Appendix A: “Questionnaire in English”

This questionnaire is a part of a postgraduate research on my dissertation thesis "Human-Centered Leadership and Workplace Wellbeing: An Empirical Study in the Private Sector" at Hellenic Open University, under the supervision of Professor Ms Sofia Chatzi, PhD in Organizational Behavior and Human Resource Management (member of HOU).

The purpose of this research is to examine the relationship between leadership practices and employee wellbeing in the workplace in the private sector.

Participation is voluntary, anonymous and highly valuable. The data collected will be strictly used for academic purposes. No one but the research team will have access to the questionnaires.

The questionnaire will take only a few minutes to complete.

General Instructions

There are no specific answers to the following questions. Each individual is different, and therefore all responses are equally valid. Please answer the questions honestly based on your personal experience. Please select the option that best reflects your opinion. All responses will remain confidential.

Thank you for your time!

Demographic Details

1. What is your gender? *

- Female
- Male
- Prefer not to say

2. What is your age? *

- 18-25
- 26-35

- 36-45
- 46-55
- 56+

3. What is your level of education? *

- High school
- Bachelor’s degree
- Master’s degree
- PhD
- Other (please specify)

If other please specify.....

4. Year of work experience*

5. What is your current position level? *

- Entry level
- Mid-level
- Senior level
- Managerial

6. In which sector are you working? *

Authentic Leadership

This section evaluates the leadership style adopted by your direct supervisor, focusing on self-awareness, transparency, and ethical behavior.

Answer the following questions from 0 to 5. The scale is as follows:

0=None

1=Hardly any

2=Some

3=Much

4=Very much

5=Almost completely

7. My leader clearly states what he/she means. * (R)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

8. My leader shows consistency between his/her beliefs and actions. * (M)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

9. My leader asks for ideas that challenge his/her core beliefs. * (B)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

10. My leader describes accurately the way that others view his/her abilities. * (S)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

11. My leader uses his/her core beliefs to make decisions. * (M)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

12. My leader carefully listens to alternative perspectives before reaching a conclusion. *
(B)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

13. My leader shows that he/she understands his/her strengths and weaknesses. * (S)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

14. My leader openly shares information with others. * (R)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

15. My leader resists pressures on him/her to do things contrary to his/her beliefs. * (M)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

16. My leader objectively analyzes relevant data before making a decision. * (B)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

17. My leader is clearly aware of the impact he/she has on others. * (S)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

18. My leader expresses his/her ideas and thoughts clearly to others. * (R)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

19. My leader is guided in his/her actions by internal moral standards. * (M)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

20. My leader encourages others to voice opposing points of view. * (B)

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

Workplace wellbeing

This section assesses workplace wellbeing, which reflects employees' overall psychological and emotional state in relation to their work environment.

Answer the following questions from 1 to 7. The scale is as follows:

1=Strongly Disagree

2=Disagree

3=Slightly Disagree

4=Neutral

5=Slightly Agree

6=Agree

7=Strongly Agree

21. I feel satisfied with my life. * (LWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

22. I am close to my dream in most aspects of my life. * (LWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

23. Most of the time, I do feel real happiness. * (LWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

24. I am in a good life situation. * (LWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

25. My life is very fun. * (LWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

26. I would hardly change my current way of life in the afterlife. * (LWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

27. I am satisfied with my work responsibilities. * (EWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

28. In general, I feel fairly satisfied with my present job. * (EWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

29. I find real enjoyment in my work. * (EWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

30. I can always find ways to enrich my work. * (EWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

31. Work is a meaningful experience for me. * (EWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

32. I feel basically satisfied with my work achievements in my current job. * (EWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

33. I feel I have grown as a person. * (PWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

34. I handle daily affairs well. * (PWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

35. I generally feel good about myself, and I'm confident. * (PWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

36. People think I am willing to give and to share my time with others. * (PWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

37. I am good at making flexible timetables for my work. * (PWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

38. I love having deep conversations with family and friends so that we can better understand each other. * (PWB)

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

Work engagement

The following section explores the level and depth of your work engagement within your organization, focusing on vigor, dedication, and absorption as key dimensions of how you experience and invest yourself in your work.

Answer the following questions from 1 to 5. The scale is as follows:

1=Never

2=Rarely

3=Sometimes

4=Often

5=Always

39. At my work I feel bursting with energy. *

1	2	3	4	5
☐	☐	☐	☐	☐

40. At my job I feel strong and vigorous. *

1	2	3	4	5
☐	☐	☐	☐	☐

41. I am enthusiastic about my job. *

1	2	3	4	5
☐	☐	☐	☐	☐

42. My job inspires me. *

1	2	3	4	5
☐	☐	☐	☐	☐

43. When I get up in the morning, I feel like going to work. *

1	2	3	4	5
☐	☐	☐	☐	☐

44. I feel happy when I am working intensely. *

1	2	3	4	5
☐	☐	☐	☐	☐

45. I am proud of the work that I do. *

1	2	3	4	5
☐	☐	☐	☐	☐

46. I am immersed in my work. *

1	2	3	4	5
☐	☐	☐	☐	☐

47. I get carried away when I am working. *

1	2	3	4	5
☐	☐	☐	☐	☐

The questionnaire is concluded.

Thank you for taking the time to complete this questionnaire. Your participation is greatly appreciated and contributes valuable insights to this research.

Appendix B: “Questionnaire in Greek”

Το παρόν ερωτηματολόγιο αποτελεί μέρος μεταπτυχιακής έρευνας πάνω στη διατριβή μου με τίτλο «Ανθρωποκεντρική Ηγεσία και Ευημερία στον Χώρο Εργασίας: Μια Εμπειρική Μελέτη στον Ιδιωτικό Τομέα» στο Ελληνικό Ανοικτό Πανεπιστήμιο, υπό την επίβλεψη της Καθηγήτριας κας Σοφίας Χατζή, Διδάκτωρ Οργανωσιακής Συμπεριφοράς και Διοίκησης Ανθρώπινου Δυναμικού (μέλος του ΕΑΠ).

Σκοπός της παρούσας έρευνας είναι να εξετάσει τη σχέση μεταξύ πρακτικών ηγεσίας και ευημερίας των εργαζομένων στον χώρο εργασίας στον ιδιωτικό τομέα.

Η συμμετοχή είναι εθελοντική, ανώνυμη και εξαιρετικά πολύτιμη. Τα δεδομένα που θα συλλεχθούν θα χρησιμοποιηθούν αυστηρά για ακαδημαϊκούς σκοπούς. Κανείς εκτός από την ερευνητική ομάδα δεν θα έχει πρόσβαση στα ερωτηματολόγια.

Η συμπλήρωση του ερωτηματολογίου θα διαρκέσει μόνο λίγα λεπτά.

Γενικές Οδηγίες

Δεν υπάρχουν συγκεκριμένες απαντήσεις στις ακόλουθες ερωτήσεις. Κάθε άτομο είναι διαφορετικό και επομένως όλες οι απαντήσεις είναι εξίσου έγκυρες. Παρακαλούμε απαντήστε στις ερωτήσεις με ειλικρίνεια με βάση την προσωπική σας εμπειρία. Επιλέξτε την επιλογή που αντικατοπτρίζει καλύτερα τη γνώμη σας. Όλες οι απαντήσεις θα παραμείνουν εμπιστευτικές.

Σας ευχαριστούμε για τον χρόνο σας!

Δημογραφικά Στοιχεία

1. Ποιο είναι το φύλο σας;*

- Γυναίκα
- Άνδρας
- Προτιμώ να μην αναφέρω

2. Ποια είναι η ηλικία σας;*

- 18-25
- 26-35
- 36-45
- 46-55
- 56+

3. Ποιο είναι το επίπεδο εκπαίδευσής σας;*

- Λύκειο
- Πτυχίο
- Μεταπτυχιακό
- Διδακτορικό
- Άλλο (παρακαλώ διευκρινίστε)

Εάν είναι άλλο, παρακαλούμε διευκρινίστε.....

4. Έτος εργασιακής εμπειρίας*

5. Ποιο είναι το τρέχον επίπεδο της θέσης σας;*

- Εισαγωγικό επίπεδο
- Μεσαίο επίπεδο
- Ανώτερο επίπεδο
- Διευθυντικό επίπεδο

6. Σε ποιον τομέα εργάζεστε;*

Αυθεντική Ηγεσία

Αυτή η ενότητα αξιολογεί το στυλ ηγεσίας που υιοθετεί ο άμεσος προϊστάμενός σας, εστιάζοντας στην αυτογνωσία, τη διαφάνεια και την ηθική συμπεριφορά.

Απαντήστε στις ακόλουθες ερωτήσεις από το 0 έως το 5. Η κλίμακα έχει ως εξής:

0=Καθόλου

1=Σχεδόν καθόλου

2=Κάποια

3=Πολύ

4=Πάρα πολύ

5=Σχεδόν εντελώς

7. Ο/Η ηγέτης μου ξεκάθαρα δηλώνει τι εννοεί.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

8. Ο/Η ηγέτης μου δείχνει συνέπεια μεταξύ των πεποιθήσεων και των πράξεών του/της.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

9. Ο/Η ηγέτης μου ζητά ιδέες που αμφισβητούν τις βασικές του/της πεποιθήσεις.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

10. Ο/Η ηγέτης μου περιγράφει με ακρίβεια τον τρόπο που οι άλλοι βλέπουν τις πεποιθήσεις του/της.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

11. Ο/Η ηγέτης μου χρησιμοποιεί τις βασικές του/της πεποιθήσεις για να παίρνει αποφάσεις.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

12. Ο/Η ηγέτης μου ακούει προσεκτικά τις εναλλακτικές απόψεις πριν καταλήξει.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

13. Ο/Η ηγέτης μου δείχνει να καταλαβαίνει τα δυνατά και αδύναμα σημεία του/της.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

14. Ο/Η ηγέτης μου μοιράζεται ανοιχτά πληροφορίες με τους άλλους.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

15. Ο/Η ηγέτης μου αντιστέκεται στις πιέσεις που του/της ασκούνται για να κάνει πράγματα αντίθετα με τις πεποιθήσεις του/της.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

16. Ο/Η ηγέτης μου αναλύει αντικειμενικά τα σχετικά δεδομένα πριν λάβει μια απόφαση.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

17. Ο/Η ηγέτης μου έχει σαφή επίγνωση της επίδρασης που έχει στους άλλους.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

18. Ο/Η ηγέτης μου εκφράζει τις ιδέες και τις σκέψεις του/της ξεκάθαρα στους άλλους.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

19. Ο/Η ηγέτης μου καθοδηγείται στις πράξεις του/της από εσωτερικά ηθικά πρότυπα.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

20. Ο/Η ηγέτης μου ενθαρρύνει τους άλλους να εκφράζουν αντίθετες απόψεις.*

0	1	2	3	4	5
☐	☐	☐	☐	☐	☐

Ευημερία στον χώρο εργασίας

Αυτή η ενότητα αξιολογεί την ευημερία στον χώρο εργασίας, η οποία αντικατοπτρίζει τη συνολική ψυχολογική και συναισθηματική κατάσταση των εργαζομένων σε σχέση με το εργασιακό τους περιβάλλον.

Απαντήστε στις ακόλουθες ερωτήσεις από το 1 έως το 7. Η κλίμακα έχει ως εξής:

1=Διαφωνώ απόλυτα

2=Διαφωνώ

3=Διαφωνώ ελαφρώς

4=Ουδέτερος

5=Συμφωνώ ελαφρώς

6=Συμφωνώ

7=Συμφωνώ απόλυτα

21. Νιώθω ικανοποιημένος/η από την ζωή μου.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

22. Βρίσκομαι κοντά στο όνειρό μου στις περισσότερες πτυχές της ζωής μου.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

23. Τις περισσότερες φορές αισθάνομαι πραγματικά χαρούμενος/η.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

24. Η ζωή μου βρίσκεται σε καλή κατάσταση.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

25. Η ζωή μου είναι χαρούμενη.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

26. Δύσκολα θα άλλαζα τον τωρινό μου τρόπο ζωής με έναν διαφορετικό.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

27. Είμαι ικανοποιημένος/η με τις εργασιακές μου ευθύνες.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

28. Σε γενικές γραμμές, αισθάνομαι αρκετά ικανοποιημένος/η με την τρέχουσα εργασία μου.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

29. Αισθάνομαι πραγματική ευχαρίστηση στην εργασία μου.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

30. Πάντα βρίσκω τρόπους να εμπλουτίζω την εργασία μου.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

31. Η εργασία είναι σημαντική εμπειρία για μένα.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

32. Αισθάνομαι ικανοποιημένος/η με τα εργασιακά μου επιτεύγματα στην τωρινή μου εργασία.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

33. Αισθάνομαι ότι έχω ωριμάσει σαν άτομο.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

34. Διαχειρίζομαι καλά τα καθημερινά μου καθήκοντα.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

35. Γενικότερα αισθάνομαι καλά με τον εαυτό μου και νιώθω αυτοπεποίθηση.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

36. Οι άνθρωποι πιστεύουν ότι είμαι πρόθυμος/η να προσφέρω και να μοιραστώ τον χρόνο μου με άλλους.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

37. Είμαι καλός/η στο να δημιουργώ ευέλικτα ωράρια για την εργασία.*

1	2	3	4	5	6	7
☐	☐	☐	☐	☐	☐	☐

38. Μου αρέσει να κάνω εις βάθος συζητήσεις με την οικογένεια και τους φίλους μου, ώστε να μπορούμε να κατανοήσουμε καλύτερα ο ένας τον άλλον.*

1

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7

☐☐☐☐☐☐☐

Εργασιακή δέσμευση

Η ακόλουθη ενότητα διερευνά το επίπεδο και το βάθος της εργασιακής σας δέσμευσης εντός του οργανισμού σας, εστιάζοντας στο σθένος, την αφοσίωση και την απορρόφηση ως βασικές διαστάσεις του τρόπου με τον οποίο βιώνετε και επενδύετε στην εργασία σας.

Απαντήστε στις ακόλουθες ερωτήσεις από το 1 έως το 5. Η κλίμακα έχει ως εξής:

1=Ποτέ

2=Σπάνια

3=Μερικές φορές

4=Συχνά

5=Πάντα

39. Στην εργασία μου νιώθω γεμάτος/η ενέργεια.*

1

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3

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☐☐☐☐☐

40. Στην δουλειά μου νιώθω δυνατός/η και ζωντανός/η.*

1

2

3

4

5

☐☐☐☐☐

41. Είμαι ενθουσιώδης με τη δουλειά μου.*

1	2	3	4	5
☐	☐	☐	☐	☐

42. Η δουλειά μου με εμπνέει.*

1	2	3	4	5
☐	☐	☐	☐	☐

43. Όταν ξυπνάω το πρωί, νιώθω όρεξη να πάω στη δουλειά.*

1	2	3	4	5
☐	☐	☐	☐	☐

44. Νιώθω χαρούμενος/η όταν εργάζομαι εντατικά.*

1	2	3	4	5
☐	☐	☐	☐	☐

45. Είμαι περήφανος/η για την εργασία που κάνω.*

1	2	3	4	5
☐	☐	☐	☐	☐

46. Είμαι απορροφημένος/η στη δουλειά μου.*

1	2	3	4	5
☐	☐	☐	☐	☐

47. Παρασύρομαι όταν δουλεύω.*

1	2	3	4	5
☐	☐	☐	☐	☐

Το ερωτηματολόγιο ολοκληρώθηκε.

Σας ευχαριστούμε που αφιερώσατε χρόνο για να συμπληρώσετε αυτό το ερωτηματολόγιο.

Η συμμετοχή σας εκτιμάται ιδιαίτερα και προσφέρει πολύτιμες πληροφορίες σε αυτήν την έρευνα.

Author's Statement:

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