



The Triumph of Resilient Leadership: Unleashing Psychological Well-being with Self-Esteem and Job Autonomy

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ABSTRACT

Current research tries to investigate the influence of resilient leadership on PWB (psychological well-being) with role of organization-based self-esteem and job autonomy. A diverse sample of 200 employed people served as the source of data for this study. Individuals who are working in a well renowned organization. This study employs a cross sectional research design. It is evident that very rare amount of research being conducted on this particular relationship. By evaluating the combined effects of resilient leadership, PWB (psychological well-being), work autonomy, & OBSE (organization-based self-esteem), study adds to the body of knowledge by drawing on the COR (conservation of resource) theory. Findings prevail a substantial positive link between the resilient leadership & psychological wellbeing as well as significant moderating and mediating relationships. Implementing training programs and interventions focused on developing resilient leadership skills can be beneficial in promoting mental and physical health of leaders, ultimately fostering a positive work environment and reducing burnout.

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1. Introduction

The era of modern century has presented people with numerous dangerous to their psychological health. Many of these risks arise in the workplaces where they spend a large amount of their time. Stiglbauer and Kovacs (2018) describes that Organizations can increase employees' well-being by giving them autonomy, and by having resilient top management as well as leaders which allows them to make choices and take activities that will enable them to manage the risks (and opportunities) they are faced with or adapt to them. Nevertheless, it is widely established that personality traits and other individual characteristics can have an impact on how well people exercise their autonomy to manage their work surroundings, hence enhancing their psychological wellbeing as a whole.

The days of 21st century are very crucial for every organization to be prepare for every unforeseen events and impact of these unforeseen events is plausible. Inappropriate crises of Covid 19 was started in 2019 and its impact on human as well as on organizations are very visible. According to the report of (International labor organization, 2020) almost 25 % people has lost their jobs. Craven, Liu, Mysore, and Wilson (2020), proposed that this pathetic condition has badly affect the growth level from 1.5-0.5%. Performances of all the sectors are badly affected. To maneuver through such crises organization' resilient capabilities, job autonomy and OBSE are playing proactive role to gain PWB (Barasa, Mbau, & Gilson, 2018; Patterson, Goens, & Reed, 2009). Keeping in view the above-mentioned literature gap current inquiry is addressing the following research question.

- "What is the role of resilient leadership on employee Psychological wellbeing considering organization based self-esteem as a mediating effect and job autonomy as a moderating effect?"

On the basis of this research question objective of the study is to examine the impact of resilient leadership on employee psychological wellbeing with mediating role of organization based self-esteem and moderating role of job autonomy. Examining this moderator and mediator in relationship of resilient leadership and employee psychological wellbeing is the contribution of study. Current study is validated by the postulates of "Conservation of resource theory" by Hobfoll (2002), who throw light on the fact that individual in an organization is always seeking to gain and retain the resources by organization and these resources are helpful in getting the employee well-being. Present study is intended to work on the postulates of COR theory which propose that resilient leadership as an organizational resource will uplift individual's own resource which is self-esteem striking the ignorance of research that investigate how resilient leadership and self-esteem at work might improve employees' psychological well-being (Sihag, 2021).

Gee (2021) argued that how resilient leadership aggressively help employee to cater stress and make them feel safe and navigate from any trauma. Importance of resilient leadership as an essence presumption of keeping an organization adhesive against any crunch certain dimensions of effectiveness, supportiveness, vision, empowerment and responsiveness will make the leader to be resilient (Gölgeci, Arslan, Dikova, & Gligor, 2020). Balderas-Cejudo, Buenechea-Elberdin, Baniandrés, and Leeson (2023) argued that respond, thrive and recovery are few key features of resilient leadership so as an organizational resource resilient leadership will uplift the psychological capital which will ultimately leads towards Employee psychological well-being (Hobfoll, 2002).

According to Bowling, Eschleman, Wang, Kirkendall, and Alarcon (2010) and Hobfoll and Freedy (2017), self-esteem may depend on a range of variables, including responsibilities, duties, particular circumstances, organizational connections, and overall self-evaluations (Gardner & Pierce, 2013; Horberg & Chen, 2010). The hierarchy of contributions made by these many factors to each person's total sense of value. (OBSE), in particular, alludes to how someone feels about their worth, significance, and aptitude in the workplace (Pierce, Gardner, & Crowley, 2016). Self-esteem is a vital resource that encourages individuals to think and behave in ways that will safeguard or develop it, in accordance with the Conservation of Resources (COR) hypothesis (Gardner, Huang, Niu, Pierce, & Lee, 2015).

The ground-breaking study on job design by Hackman and Oldham (1975) lists autonomy as one of the five essential components, along with skill variety, task identity, task significance, and feedback from the job. According to the authors, the existence of autonomy promotes the growth of a crucial psychological condition known as "experienced responsibility for outcomes of the work." The results of this psychological state are increased work effectiveness and internal motivation for the job.

Nica, Manole, and Briscariu (2016) and Pierce et al. (2016) argued that With an emphasis on subjective emotions of positive affect and pleasantness, psychological well-being may be conceptualized as a thorough assessment and introspection of an individual's emotional experiences, free of particular environmental effects. Arnold (2017) proposed that resilient leadership augment the psychological well-being feelings. Bliese, Edwards, and Sonnentag (2017) argued that Conscience, perceived mental toughness, and the symptoms that employees feel are all part of psychological well-being.

Despite the worthiness of resilient leadership to uplift the employee psychological well being still there are very few or limited studies (Malik & Garg, 2020), which explore relationship in between resilient leadership & psychological well-being of employee. Present study has also contributed theoretically by assuming the postulates of COR theory to comprehend phenomenon of resilient leadership and psychological well-being. Current research is organized as follows: The next section is discussing about the relevant previous literature on the topic after it methodology is being discussed then analysis part is being discussed before the discussion and conclusion.

2. Literature Review

2.1. Resilient Leadership

Resilient leadership is defined as the capability of an organization to perform appropriately for the attainment of goals and comply with the violent changes of the market (Dartey-Baah, 2015).

2.2. Organization based self esteem

Organization based self-esteem is regarded as a substantial personal assets that has a considerable influence on attitudes & behaviors as well as acting as a cognitive framework for processing life experiences (Hobfoll & Freedy, 2017).

2.3. Job Autonomy

According to Hackman and Oldham (1975), the concept of job autonomy refers to how much freedom, independence, and discretion an individual has over their work schedule and decision-making processes.

2.4. Psychological wellbeing

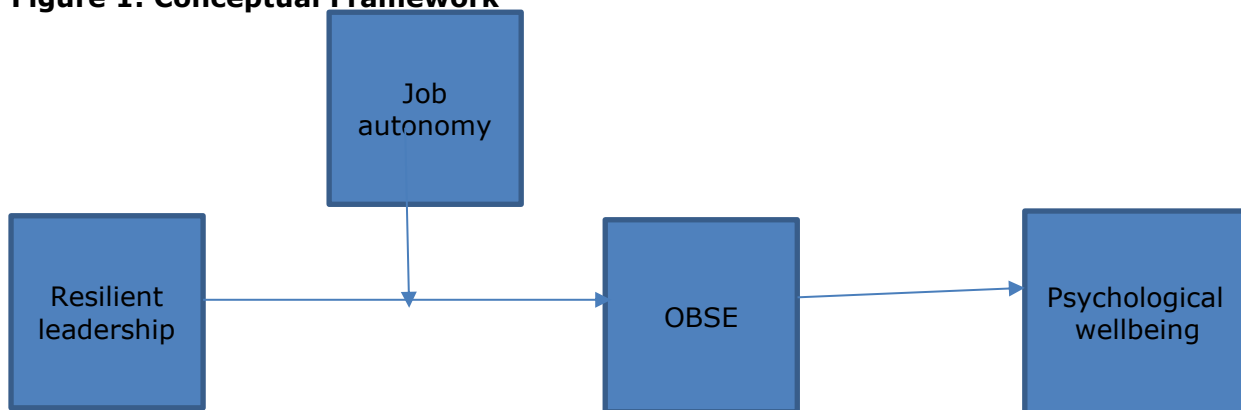
Psychological Well-being is an admittance of discrete qualities that can valuably foster the organizational environment this is not totally depends upon the thing which will be offered by the organization solely (Biggio & Cortese, 2013).

2.5. Conservation of resource theory:

COR theory underpins the study's theoretical framework, supports the possibility of a connection between resilient leadership (RL) and employees' psychological well-being (Hobfoll, 2002). Hobfoll, Stevens, and Zalta (2015) argued that according to the COR theory, People frequently experience stress when they have to deal with the possibility or reality of losing or being denied access to essential resources that are critical for their health and functioning.

The foundation of the Conservation of Resource (COR) model is the idea that people would go to considerable efforts to protect, preserve, and enhance their highly valued resources, making the threat of their loss crucial (Hobfoll, 2002). There are two kinds of resources contextual and personal, and they are conditions, things, or characteristics that are valued because they assist someone to attain goals (Hobfoll, 2002). For employees to effectively combat and manage stress, they must obtain and maintain these crucial personal, social, and organizational resources (Hobfoll & Freedy, 2018).

Figure 1: Conceptual Framework



According to the current study, resilient leadership (RL) is an organizational resource that is predicted to help employees develop their psychological assets, such as self-esteem and job autonomy, eventually improving their psychological well-being. The Conservation of This notion is theoretically supported by the resources (COR) theory, which contends that organizational or contextual resources are essential for fostering human growth (Hobfoll, 2011). The previous studies has suggested that resilient leadership (RL) should be used by organizations as a tool to increase employee self-esteem, which has a favorable knock-on effect on psychological well-being (Linos, Ruffini, & Wilcoxon, 2022). Examples of personal psychological resources that are connected to a person's capacity to successfully govern his environment include hope, resilience, efficacy and optimism (Hobfoll, 2002). Resilient workers are better equipped to handle difficult working conditions and other unforeseen circumstances, which enhances PWB.

2.6. Resilient leadership and OBSE

Even though the Conservation of Resources (COR) hypothesis classifies resilient leadership and self-esteem as human resources, the theoretical underpinnings of this link remain opaque. In the literature, there is discussion over how self-esteem relates to resilience. Self-esteem may be a necessary condition for or a result of resilience, according to some research (Kidd & Shahar, 2008), while others contend that the concepts of resilience and self-esteem overlap (Schmeichel et al., 2009). These are the judgments reached in 2006 by Benetti and Kambouroopoulos (2006). In this study, we hypothesize that people who regularly deal with or overcome problems in their lives (i.e., resilient leaders) will experience success frequently and subsequently develop self-perceptions of courage, an essential part of self-esteem (Tafarodi & Swann Jr, 2001).

Buckner, Mezzacappa, and Beardslee (2003) contends that Additionally, resilient leaders had better organizational-based self-esteem than their less resilient counterparts. In other words, characteristic resilient leaders improves success experiences, which leads to uplift OBSE. Despite the paucity of prior research, a substantial influence found between resilient leadership and OBSE because the capacity to overcome obstacles in organization contributes to organizational competence, a crucial component of OBSE. Given the association between OBSE and PWB, it is also possible to hypothesize and assess the possibility of a mediation pathway from resilience to OBSE to PWB.

H₁: Resilient leadership has a significant relationship with OBSE.

2.7. OBSE and PWB

Organization based self-esteem is influenced by assessments people receive from their social environment. Self-esteem would be boosted by feeling loved, valued, or included (Saricam, Gencdogan, & Erozkay, 2012). The premise that having high organization based self-esteem is good for one's affective psychological wellbeing is supported by decades of research (Lyubomirsky, Tkach, & DiMatteo, 2006). Others claim that one's sense of self-worth serves as a protective factor, shielding one from any negative emotions that stress could bring on. According to certain ideas, the psychological well-being of employees is directly influenced by the organization's level of self-esteem. The most important study to date examining the role of organizational self-esteem as a defense mechanism against emotional reactions to daily stressors is the Lee-Flynn, Pomaki, DeLongis, Biesanz, and Puterman (2011)' study.

According to research by Bowling et al. (2010), an individual's motivation, attitudes, and behaviours at work are strongly and consistently correlated with their organizational-based self-esteem. In line with the OBSE's well-being hypothesis, Erdogan, Bauer, Truxillo, and Mansfield (2012) came to the same conclusion from their meta-analysis that feelings of self-worth modulate the effects of work-related antecedents on life satisfaction. Consequently, we assume that:

H₂: OBSE and psychological well-being have a beneficial link.

2.8. Mediating relationship of OBSE on resilient leadership and Psychological well-being

OBSE significantly mediates the relationship of work related factors like resilient leadership and attitude of people towards work in the form of psychological well-being (Bowling et al., 2010). There exist a substantial relationship between OBSE and good outlook on life, providing more concrete evidence for the link between OBSE and wellbeing (Widmer, Semmer, Kälin, Jacobshagen, & Meier, 2012). According to Fan et al. (2014), Mauno, Kinnunen, and Ruokolainen (2006), and Pierce et al. (2016), OBSE is a crucial psychological instrument that profoundly influences wellbeing. (Lee, Choo, & Hyun, 2016; Wang, Guchait, & Paşamehmetoğlu, 2020) there are many researches that have demonstrated that OBSE is closely associated to both subjective and mental well-being. As previously said, Resilience displays an organization's belief in and appreciation of a person, which might enhance the OBSE. (Ho & Kong, 2015; Liu, Lee, Hui, Kwan, & Wu, 2013). Thus we propose that;

H₃: The association between resilient leadership and psychological well-being is moderated by organizational self-esteem.

2.9. Resilient leadership & Psychological well-being (PWB)

According to Grant, Christianson, and Price (2007), "subjective experience and functioning" broadly describe PWB. Skakon, Nielsen, Borg, and Guzman (2010) argued that There are multiple studies that look at PWB in relation to different leadership philosophies, with the exception of the study that is medically oriented (Kuoppala, Lamminpää, Liira, & Vainio, 2008). Warr (2012) comprehend that Cognitive and affective processes can be used to operationalize psychological well-being and both cognitive and effective processes are components of cognitive-affective syndromes, or well-being composites, which "embody interconnected ideas, recollections, viewpoints, and mental networks as well as simple affect".

It had differentiated between different forms of psychological well-being which is positive and negative because different leadership styles may relate to these dimensions differently within the category of positive forms of well-being, there are several types of well-being, including hedonic and eudemonic well-being (Gallagher, Lopez, & Preacher, 2009). Contentment, comfort, contentment, and tranquilly are a few instances of hedonic well-being, which focuses on the subjective sensation of pleasure and vitality, respectively (Warr, 2012). Warr (2012) explains that eudemonic well-being broach to "the positive feeling of aliveness" & energy, it includes one's capacity for personal development, learning, and vitality as encapsulated in flourishing (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005). Inherently Leadership is a process, so present study add mediator like OBSE to better acknowledge psychological mechanisms that resilient leadership acts affect the happiness of followers (Fischer, Dietz, & Antonakis, 2017).

One of the most important ways a leader's actions may affect a follower's psychological health is through the resources they can offer. One lens through which to view these processes is the COR theory (Hobfoll & Freedy, 2017), which contends that people are motivated to accumulate and reinvest resources, to expand them further, and to guard them in order to prevent losses. Several studies have used this theory to better understand the factors that contribute to wellbeing, including stress, burnout, and tiredness (Baer et al., 2015; Halbesleben, 2006). More specifically, resourceful leaders may influence the work environment by providing possibilities for rewards, autonomy, skill choice, and being a source of social support for others.

People who are resilient think they have acquired environmental mastery, strong interpersonal relationships, personal growth, and self-determination—all of which are crucial components of psychological well-being. Resilient people are protected from life's difficulties (Ryff, 2013). As a result, resilience and PWB have beneficial associations, particularly at work (Tripathi, 2011), and we anticipate finding correlations between these associations in our study (Mayordomo, Viguer, Sales, Satorres, & Meléndez, 2021). According to (Ryff, 2013), psychological well-being (PWB) at a high level is characterized by satisfaction, health, productivity, and fulfilling interpersonal interactions.

Di Fabio and Saklofske (2018) describes that one of the many varied approaches to investigating PWB is the investigation of personality and individual characteristics that support psychological well-being. In addition, research on psychological health in work environments is expanding (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018). For instance, studies have shown a positive association between emotional well-being and occupational autonomy (Stiglbauer & Kovacs, 2018), and we hope that our study will likewise find a good correlation between autonomy and PWB. To increase people's PWB via their employment, for example, is one area where there is still much to learn about it (Oliver & MacLeod, 2018). Hence we hypothesize that:

H₄: Resilient leadership style and PWB have a substantial association.

2.10. Job autonomy's moderating impact on the relationship between resilient leadership and PWB

Current study, focuses on workplace factors that encourage the growth of Psychological well-being, with moderating role of job autonomy. Although theories of job design predict that occupations with high levels of autonomy will experience challenging conditions more frequently, people who have autonomy at work are not immune to them (Hackman). Employees should achieve more than similarly high-resilient individuals who are forbidden by the organization from adopting adaptive behaviors if they are working under resilient leadership, given significant degrees of autonomy, and allowed to handle hazards on the job. In other words, higher levels of

resilience should strengthen the effects of autonomy on the connection between resilient leadership and psychological wellness.

Gölgeci et al. (2020) contends that literature on resilience demonstrates its never-ending significance since it's maintaining an organization's cohesion and integration in the face of hardship is a crucial premise. For example, Gill's research from 2003 found that effective leadership is crucial to a company's success. Effective resilient leaders supposed to purposefully spread (or create) resilience in their workforce and increase engagement by giving autonomy to the workforce and by repurposing stress into fresh vitality (Lombardi, e Cunha, & Giustiniano, 2021). Autonomy enables leaders to recover and becoming anti-fragile by using the workforce in the solution and turning obstacles and crises into opportunities (Koss, 2020). Resilience, like vision, depends on anticipating events; this is called its anticipatory component (Renjen, 2020). A tenacious or persevering leader plans the company's escape route quickly, assumes full responsibility, and is upbeat.

A resilient leader prioritizes the company's vision (Reid, 2008). According to literature, Employees are more likely to be business loyalists when their managers give them a sense of autonomy (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). According to Balderas-Cejudo et al. (2023), RL must have some basic qualities in order to respond, recover, and prosper. Resilient leaders are renowned for their creative responses to adversity and setback (Joy, 2017).

H₅: Work autonomy significantly moderates the link between resilient leadership and psychological well-being; as a consequence, the relationship is stronger when job autonomy is high.

3. Research Methodology

The current study is a casual research-based study because it examines the relationship between resilient leadership and psychological well-being.

3.1. Research design

Quantitative research design is being conducted using Survey methodology designing questionnaire in the English language and it was administered to 200 working in both public and commercial organizations are various personnel. Google Doc link is also generated for this which is circulated across various social media platforms for the sake of approachability.

3.2. Data Collection

To provide data that can be generalized over various periods and unique contexts, Scandura and Williams (2000) claim that the 200 Sample was collected from a variety of employees. Different contacts of employees working in different organizations were being identified to approach them. So employees of different organizations are requested to help out in collecting data. Each employee was approached separately explaining information related to demographics and construct's information to avoid common method bias error.

3.3. Measures

Construct's measures were adopted from the body of existing literature.

3.4. Sampling Technique

By the particular objectives of our study, we chose to pick our target respondents through the use of a convenient sample technique. By using this technique, we were able to find participants who had a thorough comprehension of the concepts under investigation, which resulted in meaningful responses and high-quality data. It's also crucial to remember that convenience sampling is a well-known methodology in the social sciences since it works well in certain study situations. Furthermore, the representativeness of the sample is guaranteed by our conscious attempt to include a wide range of responders from different demographic backgrounds. Convenience sampling thus appears to be a wise decision within the parameters of our research objectives, especially when it comes to improving our comprehension of constructs and obtaining responses from a diverse participant pool. Respondents were asked to use a five-point Likert scale to rank their responses.

4. Analysis and Results

4.1. Measurement Model

The measurement model was validated using confirmatory factor analysis in accordance with the suggestions made by Anderson and Gerbing (1988). Four latent variables make up the model: psychological well-being, work autonomy, organizational self-esteem, and resilient leadership. Numerous fit indices, such as Chi-square, the Root Mean Square Error of Approximation (RMSEA), the Tucker-Lewis Index (TLI), the Incremental Fit Index (IFI), and the Comparative Fit Index (CFI), were used to assess the model's fitness.

Table 1: CFA (Confirmatory Factor Analysis)

Model	CMIN/DF	CFI	TLI	IFI	RMSEA
Initial Model	1.860	.868	.857	.870	0.06
Baseline Hypothesized Model	1.488	.949	.942	.950	0.05

Table 1's results, which include Chi-square = 1.488, CFI = .949, TLI = .942, IFI = .950, and RMSEA = .06, demonstrate that our model is fit since all values are within acceptable boundaries. In addition, we computed composite reliability (CR) and average variance extracted (AVE) for convergent validity (Hair Jnr, Black, Babin, & Anderson, 2010). According to table 2, all structures have CRs that range from 0.712 to 0.883, which is the range that must exceed 0.70. Research has also shown that the AVE should be greater than 0.50 (Hair Jr, Howard, & Nitzl, 2020), and that values greater than 0.40 are acceptable if the CR of that construct is greater than 0.60 (Fornell & Larcker, 1981; Lam, 2012). Behavioral well-being and resilient leadership had AVEs of .453 and .436 respectively, according to Table 2's findings, however their CR values are higher than 0.60, indicating convergent validity.

Table 1: CR (Composite Reliability) and AVE (Average Variance Extracted)

Variables	CR	AVE
Resilient Leadership	0.712	0.453
OBSE	0.881	0.515
Job Autonomy	0.883	0.519
PWB	0.843	0.436

Table 3: Heterotrait Monotrait Ratio

S. No.	Variables	1	2	3	4
1	Resilient Leadership	1			
2	Organization Based Self-Esteem	0.684	1		
3	Job Autonomy	0.655	0.636	1	
4	Psychological Well-Being	0.674	0.768	0.540	1

For discriminant validity, we also estimated the hetero-trait mono-trait ratio (Hair Jr et al., 2020; Henseler, Ringle, & Sarstedt, 2015). It must be less than 0.90 to meet the HTMT limit. The findings in Table 3 demonstrated that all components' HTMTs fell within a reasonable range, demonstrating the study's discriminant validity. The research variables' descriptive statistics, including mean, standard deviation, Cronbach's alpha, and correlations, are shown in Table 4.

Table 4: Descriptive Statistics, Correlation and Reliabilities

No	Variables	M	SD	1	2	3	4	5	6	7	8	9
1	Gender	1.45	.49									
2	Age	1.91	.80	-.23**								
3	Education	2.68	.81	.19**	.25*							
4	Experience	2.37	1.48	-.38**	.70**	.03						
5	Income	2.44	1.45	-.37**	.32**	.11	.32**					
6	Resilient Leadership	4.12	.63	-.24**	.09	-.02	.08	.10	.71			
7	Organization Based Self-Esteem	4.30	.56	-.12	.12	-.10	.16*	.08	.54**	.88		
8	Job Autonomy	3.86	.79	-.18*	.09	-.01	.02	.07	.50**	.55**	.87	
9	Psychological Well-Being	4.31	.49	-.15*	.07	-.05	.18*	.09	.52**	.66**	.44**	.84

Note: N=200, Reliabilities are presented in parenthesis, SD, Standard deviation

4.2. Hypothesis Testing

The hypothesized hypothesis was investigated using structural equation modelling (SEM). According to Hypothesis 1, resilient leadership positively and significantly affects psychological well-being. Table 5's findings confirmed the theory, as shown by (beta=.325, p0.01). According to Hypothesis 2, strong leadership contributes to an organization's sense of self-worth. Results provided strong evidence for the hypothesis, as shown by (=.685, p0.01). In addition, hypothesis 3 claimed that organizational self-esteem has a favorable, substantial impact on psychological well-being. The hypothesis is validated, as indicated by the regression coefficient (beta=.523, p=0.01). Additionally, hypothesis 4 said that organizational self-esteem serves as a mediator in the relationship between resilient leadership and psychological wellness.

The lower level and higher level confidence intervals (.222,.707) in Table 5's results demonstrate that the mediation hypothesis is supported. The sign of both intervals is the same, and there is no zero between them. The association between resilient leadership and OBSE, the direction of it is further strengthened by work autonomy, according to hypothesis 5, such that if there is a lot of moderation, the relationship would be enhanced, and the opposite would be true. Table 6's findings confirmed the hypothesis since the interaction term is significant (p=0.01) and equals.948. As a result, the study's fifth hypothesis is validated. The interaction graph also showed a direct correlation between high levels of organizational self-esteem and high degrees of job autonomy.

Table 2: Path Analysis

Paths	B	
Resilient Leadership → OBSE	.685***	
Resilient Leadership → PWB	.325**	
Organization Based Self-Esteem → PWB	.523***	
Indirect Path	LLCI	ULCI
Resilient Leadership → OBSE → PWB	0.222	0.707

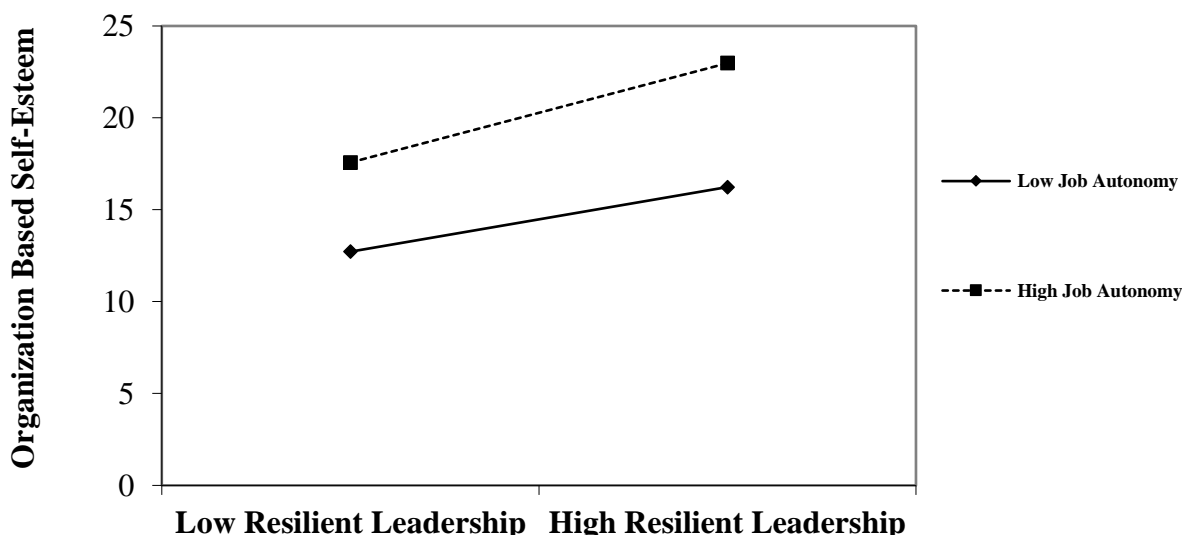
Note: N = 200, bootstrap sample size = 5000; CI, confidence interval; UL, upper limit; LL, lower limit; ***p < .000.

Table 3: Moderating Path

Moderating Path	B
Resilient Leadership*Job Autonomy → Organization Based Self Esteem	.948*

N= 200

Figure 2: Interaction Graph



5. Conclusion and Policy Implications

Based on the conservation of resource theory, the study considers the direct, indirect, and interaction links between resilient leadership, workplace autonomy, organization-based self-esteem, and psychological well-being. Based on past conceptualization as well as our assumptions, we now propose that resilient leadership has a significant impact on organization-

based self-esteem (OBSE), which in turn leads this link significantly to the psychological well-being. Since Buckner et al. (2003) discovered that more resilient leaders had higher organizational-based self-esteem than their less resilient counterparts, it is consistent with past findings that resilient leadership and workplace self-esteem go hand in hand. The meta-analysis by Erdogan et al. (2012) found that sentiments of self-worth are a moderating factor in the relationship between work-related antecedents and life happiness. The OBSE well-being hypothesis, which states that there is a significant association between OBSE and psychological well-being, is supported by this study.

Our following findings, which show that OBSE strongly modulates the link between resilient leadership and psychological well-being, also found support. The correlation between OBSE and wellbeing is further supported by the findings of a previous research by Widmer et al. (2012), who found a favorable link between OBSE and a positive attitude on life. On the basis of varying past research and theoretical possibilities further we hypothesize that relationship between resilient leadership and psychological well-being would be enhanced further for staff with significant levels of autonomy. Therefore, this theory is consistent with other studies that have demonstrated that work autonomy considerably modifies the relation between resilient leadership and PWB. Lombardi et al. (2021) argued that Effective resilient leaders supposed to purposefully spread (or create) resilience in their workforce and increase engagement by giving autonomy to the workforce and by repurposing stress into fresh vitality.

From a theoretical standpoint study make certain theoretical and practical contributions first is high resilient leaders can adjust to any unforeseen in their workplaces despite any limitations put in their paths, resilient leaders have their own resources (i.e knowledge, self-efficacy & motivation). These internal assets also serve as the foundation for the success that improve OBSE and, in turn, psychological well-being. These findings also speaks to the broader notion that resilient leadership, regardless of notion of job autonomy, which results in increase in PWB & OBSE. The potentially debilitating impacts of job autonomy are tempered by resilience Resilient leaders seem to be capable of managing high degrees of autonomy while keeping solid OBSE and PWB. Given the wide range of other workplace traits that affect OBSE (and therefore PWB), it would seem that resilient leaders bounce back quickly from setbacks at work. They are able to sustain a high OBSE because their feeling of professional accomplishment is unaffected by the fact that they are "bouncing back". Leaders who are resilient maintain their mental health in both their personal and professional lives.

5.1. Limitations & Future directions

The study has a number of shortcomings. Given that this research is cross-sectional, there are few conclusions that can be drawn concerning causality. Buhrmester, Talaifar, and Gosling (2018) and Walter, Seibert, Goering, and O'Boyle (2019) concluded that although web-based research has received a lot of criticism, new studies indicate that it may be a useful method for social science research. We have a limited sample of only 200 diverse employees due to certain time and resource constraints future studies can increase no of sample to generalize the findings. Grover, Teo, Pick, Roche, and Newton (2018) indicated that Future studies on well-being should confirm our findings, possibly using different resilience measures or a construct that integrates resilience like psychological capital By integrating measures of job demands from the JD/R, including reported levels of job stress, such research may further broaden the scope of our model. Additionally, nothing is known about how resilience and self-esteem relate to one another. Our research shows a significant association between resilient leadership, OBSE and psychological well-being. Businesses can support their low PWB employees in two ways. Slemp, Kern, Patrick, and Ryan (2018) contends that the most important is their employment's growing complexity of jobs (including autonomy). Second, an expanding body of research suggests that employers may successfully develop their staff members' resilience (Kuntz, Malinen, & Näswall, 2017). Raising OBSE or resilience will probably cause PWB levels to rise. An organization has the choice to improve its members' living and working circumstances.

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