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Department of Business Administration

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE ON THE EMPLOYEE WELL-BEING: A CROSS- SECTIONAL STUDY FROM YEMEN

Master Thesis

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DECLARATION

I hereby declare that in the preparation of this thesis, all ethical and scientific rules and procedures were adhered to, and reference was made to the works quoted from others according to the scientific rules, and there is no falsification in the data, and no part of this study was submitted to this university or any other university.

Rehab AL-KHOUJA

2024

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ABSTRACT

The purpose of this study is to examine the relationship between transformational leadership and the dimensions of employee well-being—life well-being, psychological well-being, and workplace well-being—and to test whether work-related stress mediates these relationships.

To investigate the relationships between the variables, data were collected through an online survey distributed to 199 employees working in nonprofit organizations. The research data were tested using the partial least squares structural equation model (PLS-SEM) with the SmartPLS statistical software. The research results revealed that transformational leadership is negatively associated with work-related stress. Additionally, the findings indicated that work-related stress is not related to life well-being or psychological well-being; however, it is negatively associated with workplace well-being. Moreover, the study demonstrated that transformational leadership is positively associated with life well-being and workplace well-being but not with psychological well-being. Furthermore, the findings demonstrated that work-related stress does not mediate the relationship between transformational leadership and life well-being or psychological well-being; however, it partially mediates the relationship between transformational leadership and workplace well-being.

Key words: Employee Well-Being, Transformational Leadership, Life Well-Being, Psychological Well-Being, Workplace Well-Being, Work-Related Stress.

ÖZET

Bu çalışmanın amacı, dönüşümcü liderlik ile çalışan refahı boyutları olan yaşam refahı, psikolojik refah ve iş yeri refahı arasındaki ilişkiyi incelemek ve işle ilgili stresinin bu ilişkilerde aracılık edip etmediğini test etmektir.

Değişkenler arasındaki ilişkileri araştırmak amacıyla, kâr amacı gütmeyen kuruluşlarda çalışan 199 iş görene çevrimiçi bir anket dağıtılarak veri toplanmıştır. Araştırma verileri, SmartPLS istatistik programı kullanılarak kısmi en küçük kareler yapısal eşitlik modeli (PLS-SEM) ile test edilmiştir. Araştırma sonuçları, dönüşümcü liderliğin işle ilgili stres ile olumsuz yönde ilişkili olduğunu ortaya koymuştur. Ayrıca, bulgular işle ilgili stresin yaşam refahı ve psikolojik refah ile ilişkili olmadığını, ancak iş yeri refahı ile olumsuz olarak ilişkili olduğunu göstermiştir. Çalışma ayrıca, dönüşümcü liderliğin yaşam refahı ve iş yeri refahı ile pozitif olarak ilişkili olduğunu, fakat psikolojik refah ile ilişkili olmadığını ortaya koymuştur. Son olarak, bulgular, işle ilgili stresin, dönüşümcü liderlik ile yaşam refahı ve psikolojik refah arasındaki ilişkide aracılık etmediğini; ancak dönüşümcü liderlik ile iş yeri refahı arasındaki ilişkide kısmi bir aracılık rolü oynadığını göstermiştir.

Anahtar kelimeler: Dönüşümcü Liderlik, Çalışan Refahı, İşle İlgili Stres, İşyeri Refahı, Psikolojik Refah, Yaşam Refahı

TABLES OF CONTENTS

ABSTRACT ..... **i**
ÖZET ..... **ii**
TABLES OF CONTENTS ..... **iii**
LIST OF TABLES ..... **v**
LIST OF FIGURES ..... **vi**
INTRODUCTION **1**

CHAPTER ONE
LITERATURE REVIEW

1.1. Leadership Concept 4
1.1.2. The Concept of Transformational Leadership 5
1.1.5. The importance of transformational leadership 6
1.1.6. Tasks of the Transformational Leader 7
1.2. Stress 7
1.2.1. Work-Related Stress 8
1.2.4. Conceptual Analysis of Work Stress 8
1.3. Employee Well-Being 11
1.3.1. Life Well-Being 12
1.3.2. Psychological Well-Being 13
1.3.3. Workplace Well-Being 14

CHAPTER TWO
THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Transformational Leadership Style and Work-Related Stress 17
2.2. Perceived Work-Related Stress and Employee Well-Being 18
2.3. Transformational Leadership Style and Employee Well-Being 19
2.4. Mediating Role of Perceived Work-Related Stress in the Relationship Between Transformational Leadership style and Employee Well-Being 20

CHAPTER THREE
METHODS

3.1. Sample and Procedure 26

3.2. Common Method Bias 26
3.3. Measures 27
3.4. Data Analysis Strategy 27

CHAPTER FOUR

RESULTS

4.1. Assessment of Measurement Model 29
4.2. Assessment of Structural Model 32
CONCLUSION AND RECOMMENDATION 37
CONCLUSION 37
RECOMMENDATIONS 38
STUDY LIMITATIONS 39
REFERENCES 40
APPENDIX 49
RESUME 56

LIST OF TABLES

Table 1: The Effect of Transformational Leadership on Work Related Stress and Employee Well-Being 22
Table 2. Demographic Characteristics of Participants (n=199) 26
Table 3. VIF values for Common Method Bias 27
Table 4. Factor loadings of the variables 30
Table 5. Measurement Model Results 31
Table 6. Discriminant Validity (Fornell-Larcker), Correlations Among Variables, Means and Standard Deviations 31
Table 7. Heterotrait - Monotrait Criteria (HTMT) 32
Table 8. Structural Model Results 34
Table 9. Differences of RMSE Values 36

LIST OF FIGURES

Figure 1. The Model of The Study..... 21

INTRODUCTION

Transformational leadership is considered a type of leadership that influences both the well-being of employees and organizational events, and it has recently gained an important place in the organizational behavior literature. Transformational leadership is composed of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This type of leadership fosters growth, motivation, and the environment of trust expected to be established within the organization (Arnold, 2017) (Chen et al., 2022) (Clarke et al., 2015) (Kelloway et al., 2012).

Studies on transformational leadership have found that transformational leadership practices in organizations can have both positive and negative effects on employees' work-related stress, depending on how they are implemented and the behavior and environment in which they are applied (Arnold, 2017). Sometimes, managers who exhibit transformational leadership characteristics motivate their employees, provide emotional support, and reduce stress by meeting the needs required to complete the assigned tasks (J. Chen et al., 2022) (Gregersen et al., 2014). An example of this can be seen in the health sector, where transformational leadership helps employees feel valued and motivated, thereby significantly reducing their work-related stress (J. Chen et al., 2022). In addition to the health sector, in the banking sector transformational leadership reduces job stress by supporting and encouraging employees, whereas transactional leadership increases stress (Dartey-Baah, 2015). In addition, transformational leadership in non-profit organizations has been shown to reduce employee turnover by increasing job satisfaction and organizational commitment (Almas et al., 2020)

Transformational leadership, the positive effects of which are mentioned above, can sometimes lead to an increase in the perceived stress of employees, especially during intensive work periods (Arnold, 2017). In the study conducted by (Parveen & Adeinat, 2019), it was found that transformational leadership increases work-related stress but reduces burnout. It can be argued that bank managers adopting a transformational leadership style have the potential to increase the job stress of their subordinates. While transformational leadership may encourage employees to make independent decisions and become more creative and

innovative, the additional responsibilities and challenges introduced through this process could potentially lead to higher levels of stress.

The Conservation of Resources (COR) theory offers a framework for understanding how transformational leadership can simultaneously reduce and increase work-related stress in employees (Clarke et al., 2015). Transformational leaders provide resources, such as enhancing employees' sense of self-efficacy, increasing the perceived meaning of their work and tasks, and establishing a sense of trust within the work environment, all of which contribute to reducing stress levels and increasing well-being (Clarke et al., 2015) (Kelloway et al., 2012). However, when job demands exceed these provided resources, stress levels among employees may increase, potentially leading to negative consequences for employee well-being (Harms et al., 2017).

Work-related stress is particularly significant in terms of its impact on employee health and job performance. Stress can adversely affect employees' physical and mental health, reduce their perceived job satisfaction, and negatively influence their overall well-being. Studies on the subject have consistently shown that stress has detrimental effects on both mental and physical health. Examples of these negative effects include the burden of responsibility stemming from job-related tasks, lack of clarity regarding duties and responsibilities, and insufficient social support provided by the organization ((Ganster & Schaubroeck, 1991) (Landy et al., 1994)

The concept of well-being refers to the extent to which an individual is satisfied with their life, experiences positive emotions intensely, and maintains a healthy physical and mental state (Giacalone et al., 2016)

Considering that work-related stress can impact both the physical and mental health of an individual, and that well-being reflects an individual's physical and mental state, it is expected that job stress would influence overall well-being. Stress resulting from job-related tasks and responsibilities can negatively impact employees' perceived sense of well-being and decrease their overall quality of life. Individual problems arising from work can lead to psychological issues such as depression and burnout (Schwepker et al., 2021). Working life is seen as an indispensable part of everyday life for many people today and can therefore have a

significant impact on their current or potential perception of well-being. The nature of working life is quite different from an individual's routine life. For this reason, the concept of employee well-being must be distinguished from the concept of general well-being. To date, researchers have not reached a consensus on the definition of employee well-being. Psychological well-being, subjective well-being, and job satisfaction are often used as proxies to define employees' overall well-being. The key question to be addressed here is to what extent these constructs reflect the well-being experienced in the workplace (Zheng et al., 2015). Drawing on the mental health and well-being literature, (Page & Vella-Brodrick, 2009)) proposed a comprehensive theoretical model of employee well-being, in which they identified subjective well-being and psychological well-being as fundamental indicators of employees' mental health. To apply this model to the work environment, they introduced two specific contexts: work-related positive affect and job satisfaction. The first three-dimensional scale based on this model was later developed by (Zheng et al., 2015). These three dimensionsare life well-being, workplace well-being, and psychological well-being.

Although previous studies have examined the impact of factors contributing to job stress or job stressors on employees' life satisfaction (Schwepker et al., 2021), job satisfaction (Yang et al., 2008), mental health (Schwepker et al., 2021) (Yang et al., 2008) physical health (Yang et al., 2008) growth initiative, flourishing, and self-actualization (Schwepker et al., 2021) none have explored the effect of job-related stress on employee perceived well-being as a multidimensional construct encompassing life well-being, psychological well-being, and workplace well-being as (Zheng et al., 2015) proposed.

In light of the consideration that transformational leadership may alleviate stress and increase employee well-being, particularly in non-profit organizations (Almas et al., 2020), this study will contribute to the literature by measuring the effect of transformational leadership and work-related stress on employee well-being using the three dimensions suggested by (Zheng et al., 2015). Taken together, the present study aims to examine the impact of transformational leadership on work-related stress and employee well-being in non-profit organizations in Yemen and to investigate whether work-related stress mediates the relationship between transformational leadership and employee well-being.

CHAPTER ONE

LITERATURE REVIEW

1.1. Leadership Concept

The concept of leadership has been addressed from many different perspectives and defined by different researchers to date. While some researchers working in the field of leadership focus on the leader's personality, physical characteristics, or behaviors, some researchers have studied the relationships between leaders and followers, and some researchers have investigated how situational conditions influence the behavior of leaders (Zaccaro et al., 2018).

In general, the concept of leadership refers to the process of directing people towards predetermined goals, motivating them and encouraging them (Salancik & Pfeffer, 1977) Although a complete consensus has not been reached on the concept of leadership in the studies conducted, important findings have been obtained regarding the effective implementation of leadership and the behavioral characteristics of leaders (Krüger & Scheerens, 2012)

(Eastwood, 2010) which paths can be followed to develop the elements such as courage, principle, respect, self-control, honesty and patience that the concept of leadership contains and that these elements that constitute leadership are of critical importance. In addition to these elements, he underlined that environmental element and the conditions in the environment in which the leader is located are also effective in the effective implementation of leadership.

(Salancik & Pfeffer, 1977) stated that the leadership characteristics of the candidate in the selection of the leader are not always related to the performance that the organization will exhibit. Similarly, (Spicker, 2012) claims that leadership is unnecessarily conceptualized, and its definition is still unclear. For example, from the public sector perspective, he states that the leadership mission does not need to be attributed to a single individual and that there is no clear evidence as to whether the performance of the leader has any impact on the organization for which he is responsible. (Krüger & Scheerens, 2012) state that in order for leadership to exist effectively in an organization, it is necessary to focus not only on the individual characteristics that the leader must possess, but also on the communication that the

leader will establish with the employees and the extent to which he can influence and persuade the employees. They argue that leadership also brings about a process of interaction and subsequent change.

1.1.2. The Concept of Transformational Leadership

Burns described transformational leadership as a method aimed at inspiring employees to achieve higher goals by elevating their morale and values. This process, according to Burns, helps employees aspire to leadership roles themselves by aligning personal growth with organizational goals (Burns & James, 1978)

Transformational leadership is increasingly recognized as the most effective leadership style for educational settings, surpassing other approaches such as transactional, charismatic, and interactive leadership. This style is particularly suited for schools due to its strong ethical foundation, which promotes integrity and trust, essential for guiding students and fostering positive growth. Supported by extensive research, transformational leadership has consistently demonstrated its effectiveness in improving educational outcomes by enhancing individual and collaborative problem-solving capabilities among both teachers and students. Furthermore, practical evidence from educational leaders highlights its success in motivating teachers to voluntarily contribute to school improvement initiatives, thereby creating a dynamic and responsive learning environment. Overall, transformational leadership not only meets the current needs of schools but also equips them to adapt to future challenges, making it a critical approach for fostering educational excellence (Jovanovic & Ciric, 2016).

Research on transformational leadership has begun to find more space in the literature on the concept of leadership. Transformational leadership is defined as a leadership model that brings success to the organization, with critical features such as the leader's encouragement and motivation of employees, creating a vision, and one-on-one attention to followers. Research on the subject shows that transformational leadership has a positive effect on employees' creativity and psychological state (Arnold, 2017). It has also been determined that transformational leaders motivate their followers, make them stronger, and increase synergy and cooperation within the organization (Jung & Sosik, 2002)

Bibliometric analyses conducted in the last 40 years have revealed that research on transformational leadership has been increasing and that a large number of multidisciplinary studies have been conducted in the field of transformational leadership (Rodriguez-Morales et al., 2020). However, it is supported by various studies that transformational leadership is a very important element that encourages innovation and that managers with this leadership quality motivate their followers to present new information and ideas (Ghasabeh et al., 2015). The importance of transformational leadership qualities increases even more in chaotic periods such as Covid-19. It has been observed that leaders in the education sector, in particular, support educational staff and students in coping with difficulties by motivating them and make educational institutions compatible with change (Ketut Sukra Negara, 2021).

1.1.5. The importance of transformational leadership

Transformational leadership helps in shaping an organization's core values, providing a supportive environment, and modifying its culture to meet evolving challenges. It plays a crucial role in setting performance standards within a cohesive system that allows the organization to respond effectively to internal and external changes. This leadership approach highlights the importance of fostering adaptability and continuous development within organizations (Bass & Riggio, 2006).

Transformational leadership serves as a positive predictor of both trust in leadership and affective commitment among employees. Leaders who exhibit transformational behaviors—such as inspiring a shared vision, fostering individual development, and promoting innovation—enhance employees' trust by demonstrating authenticity, reliability, and concern for their well-being. This trust, in turn, strengthens employees' emotional attachment and commitment to the organization. Furthermore, trust in leadership plays a mediating role in the relationship between transformational leadership and organizational commitment, suggesting that the presence of trust amplifies the positive impact of transformational leadership on employees' dedication to their roles and the organization (Yuan et al., 2022).

According to (Howell & Avolio, 1993), transformational leadership is a concept that is connected to leaders' moral development. This is predicated on the idea that transformational leaders have advanced moral development, possess high levels of self-control, are subject to laws, regulations, and procedures, have internal

motivations that guide their actions, decisions, and leadership practices, and are aware of the difference between right and wrong. The credibility of leadership depends on the leadership skills and capabilities of the transformational leader in terms of his ability to convince subordinates of him, his ideas, and his convictions, pushing them to adopt them, and encouraging them to innovate, create, and innovate. Such a leader can deal with employees according to their values and ethics. The leader who uses unethical methods in this dealing is seen as a false transformational leader (Chikelu Okey Felix et al., 2015).

1.1.6. Tasks of the Transformational Leader

In order to achieve their goals, transformational leaders perform several tasks, including defining the vision or image of the desired future. As the leader explains to the followers the ultimate goal that he seeks to achieve, it is crucial to communicate the vision to the followers in an emotional, convincing, and clear way that makes them believe in it, get excited about it, and rush to work to achieve it and sacrifice for it. In this regard, point out that a successful leader is one who has the ability to communicate his vision, encourage followers to define and question his message (Cetin & Kinik, 2015).

In times of crisis or rapid change, transformational leaders are tasked with making decisions regarding who holds the authority to implement significant changes. These leaders are responsible for three key activities: developing a new organizational vision that breaks away from outdated structures, mobilizing commitment from followers to fully embrace this vision, and ensuring that the changes become an integral part of the organizational culture. To achieve this, continuous training and support are necessary so that the organization remains aligned with the new goals and values (Bass & Riggio, 2006)

1.2. Stress

Stress is a challenging mental condition triggered by exposure to stressors, which can lead to both physical and psychological distress. The literature indicates a strong correlation between stress and well-being, with stress often acting as a catalyst for various psychological dysfunctions, including anxiety, depression, burnout, and hostility. While most research has concentrated on the detrimental impacts of stress on mental health, such as its association with mood disorders and stress-related

conditions. Emerging studies in neurobiology are exploring innovative therapeutic approaches to manage anxiety and stress. For instance, significant investments are being made into the design and development of central corticotropin-releasing factor (CRF) receptor antagonists and cognitive-behavioral therapies aimed at fear extinction, indicating a shift towards addressing the neurobiological underpinnings of stress and anxiety (Fink, 2016).

Stress theory posits that a potentially stressful event triggers an appraisal process wherein individuals assess the impact of the event on their well-being. In this theory, individuals evaluate perceived stress in one of three ways: challenge, harm/loss, or threat. This cognitive appraisal process forms the foundation of the stress experience and helps to determine how stress influences adaptational outcomes such as well-being, social functioning, and physical health (Lazarus & Folkman, 1986) .

1.2.1. Work-Related Stress

A prevalent understanding of stress is that it is a disturbance in the normal functioning of the mind and body. Stress in an organizational setting can result from a number of things, such as the degree of control workers have over their work and the supervisor's management style. When it comes to achieving individual and organizational goals, a healthy level of stress can be beneficial for the company and its workers. On the other hand, an excessive amount of stress can be harmful to an employee's psychological, emotional, and physical health. While physical tests may involve monitoring physiological measures like blood sugar levels, psychological methods, such as the administration of questionnaires, can also be used to assess stress. levels can be measured as part of physiological assessments (Glazer & Liu, 2017).

According to a study conducted by (Kivimäki & Kawachi, 2015), chronic work-related stress increases the risk of coronary heart disease by 1.4 times. Meanwhile, workplace stress is directly linked to chronic diseases, major depressive disorder, overeating, smoking, alcohol use, low physical activity, poor sleep quality, and social problems. Isolation is relevant. Reducing work-related stress is important to overcome stress-related health problems.

1.2.4. Conceptual Analysis of Work Stress

Job stress can be defined as an employee's awareness or feeling of personal dysfunction resulting from perceived workplace conditions and events, or the

psychological and physiological reactions that employees make because they are unwanted or uncomfortable(Glazer & Liu, 2017).

There is extensive scientific evidence linking stress to negative health outcomes, both directly through autonomic and neuroendocrine responses and indirectly through changes in health behaviors. It provides an overview of the importance of studying stress in relation to health, the concept of allostatic load, and key biological mechanisms such as the regulation of the hypothalamic-pituitary-adrenal axis, cortisol dynamics, the autonomic nervous system, and gene expression. Also, the clinical relevance of stress, particularly in relation to the risk of infectious diseases, and emphasizes the need for future research to focus on early-life adversity and the interaction of different biological systems in the context of stress and health(O'Connor et al., 2021).

Stress in the workplace is inevitable, driven by numerous factors such as family dynamics, social environment, organizational structure, material conditions, and interactions with managers and colleagues. Even positive changes, like promotions or salary increases, can contribute to stress. Employees often face constraints that hinder their ability to achieve desired successes, such as better positions or pay increases, and these constraints can create high-pressure environments. Success and failure in the workplace should be carefully defined and managed, as differing perceptions between employees and the organization can exacerbate stress. Given its significant impact on both individual and organizational success, stress management should be a priority in any workplace (Davies, 2022).

1.2.5.1. Individual Sources of Work-Related Stress

Work-related stress has become a significant global issue, impacting both employee well-being and overall organizational performance. This type of stress arises when job demands—such as workload, responsibilities, and other pressures—exceed an individual's ability to manage them effectively. Stress in the workplace can stem from numerous sources, including excessive job demands, conflicts with colleagues or supervisors, organizational changes, and job insecurity, such as the potential for layoffs (Badu et al., 2020).

It's important to note that stress perception varies from person to person. While some individuals may find certain job aspects stressful, others may view these same

aspects as challenges or opportunities for growth. Factors influencing the experience of work-related stress include the nature of the job, an individual's psychological resilience, personal life circumstances, and overall health. For example, Australian nurses have been shown to experience moderate to high levels of workplace stress, with resilience serving as a critical factor in helping them manage these challenges (Badu et al., 2020).

An individual's personal traits are the source of his work-related stress. These individual traits include things like age, gender, temperament, personality, and beliefs. People respond differently to stress for this reason. This is because people's capacities for comprehension and interpretation vary depending on the circumstances, they find themselves in. Additionally, the degree of stress changes based on the answer provided. Various people experience stress at varying levels depending on their particular traits, which include expectations, experiences, and perspectives on the same events and environment (Glazer & Liu, 2017).

1.2.5.2. Sources of Work-Related Stress

Stress at work can come from a wide range of factors in businesses. These include ideas like the company's commitment to professional growth, relationships with other employees, employment responsibilities and obligations, material circumstances, and organizational structure (Soelton et al., 2020).

The organization's efforts to better the lives of its employees led to increases in their pay and responsibilities, as well as the assignment of new tasks. The person feels more dedicated to the company as a result, and they work harder to complete the assignment. Still, the stress level of the individual rises due to the obligations and responsibilities placed on them by the organization and society for the new job. Factors associated with roles are the main cause of stress in the workplace. Role conflict and role ambiguity are two of these ideas. A person experiences role conflict when the work they do and what is expected of them do not align. People's responses to inquiries from various sources make it clear. There can be a conflict between the employee's views and the resources he or she will use to prepare the job description and his or her individual capabilities and specific role definitions. In cases where organizations do not clearly explain their expectations of employees, the concept of role ambiguity emerges(Glazer & Liu, 2017).

The desire to maintain strict control, competition and conflicts with other departments, uncertainty about specific responsibilities within the company, inability to build relationships with colleagues, complex organizational systems, inadequacy of managers and avoidance of taking responsibility, and inability to express opinions on decisions made are some of the sources of pressure related to organizational structure (Soelton et al., 2020).

1.3. Employee Well-Being

Moods and emotions are reflections of how people feel about ordinary things. Based on more specialized domains like employment or romantic relationships, each person forms more thorough assessments of life as a whole (Cameron & Overall, 2018).

One of the main contributing factors to chronic stress is the job and working environment. The world's technological advancements and inventions are causing a daily change in physical and psychological working circumstances. Determining what constitutes well-being is crucial for occupational health. In 34 European nations, a 2014 study looked into the connection between psychosocial working circumstances and wellbeing. It turns out that lower well-being for both genders is substantially correlated with low ratings on the dimensions of meaning of work, leadership quality, social support, and belonging and growth. Moreover, poorer well-being was also linked to high scores on the variables of bullying, discrimination, job insecurity, and work-life balance(Schütte et al., 2014).

On the other hand, job stress and mental health may be negatively impacted by workplace circumstances. In 2016, a study of 400 graduates of the University of Deusto, ages 22 to 60, looked at the connections between psychological well-being, life satisfaction, and perceived stress. The study's findings indicate that stress and psychological well-being are negatively correlated. On the other hand, life satisfaction acts as a mediator in the connection between mental health and perceived stress. Put differently, life satisfaction mitigates the detrimental impact of perceived stress on psychological well-being, even though perceived stress still has a negative impact on employee well-being (Urquijo et al., 2016).

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1.3.1. Life Well-Being

Life well-being encompasses a sense of satisfaction and the ability to function effectively. It involves experiencing positive emotions like happiness and contentment, while also fostering personal growth, a sense of control, purpose, and positive relationships. True well-being is a sustainable state that allows individuals and communities to thrive. Often termed subjective well-being, it aligns with the concept of positive mental health. Positive mental health involves an individual recognizing their abilities, coping with life's everyday stresses, being productive, and contributing to society. This perspective on life well-being expands beyond merely the absence of mental illness; it includes the belief that life is going well (Maddux, 2017).

Life Well-Being refers to a holistic state of fulfilment, balance, and health that spans multiple aspects of an individual's life, including physical, mental, emotional, social, and financial dimensions. It extends beyond career satisfaction, focusing on the integration of personal and professional well-being. Life well-being acknowledges that people's happiness and functionality depend on the interplay of various life domains—such as work, relationships, health, and leisure—and that neglect in one area can affect others. Therefore, achieving life well-being requires a thoughtful balance between responsibilities and self-care, fostering an environment where individuals feel empowered to thrive in both their personal and professional lives (Pincus, 2023).

A key component of life well-being is mental and emotional health, as emotional resilience directly impacts how individuals handle stress, setbacks, and interpersonal relationships. Practices like mindfulness, therapy, and emotional regulation can strengthen well-being by equipping individuals to manage life's challenges constructively. Additionally, physical well-being—including proper diet, exercise, and adequate sleep—serves as a foundation for maintaining both mental

clarity and energy levels, enabling individuals to stay productive and engaged in various life domains (Gautam et al., 2024).

Social well-being is another essential element, focusing on the quality of relationships with family, friends, and colleagues. Strong social connections provide emotional support, foster belonging, and reduce feelings of isolation. A well-rounded life involves time to nurture meaningful relationships outside of work, which can promote happiness and personal growth (Grevenstein et al., 2019). Conversely, strained relationships or social isolation can negatively affect emotional health and job performance, underscoring the need for work-life balance to cultivate healthy social networks. Organizations can contribute to social well-being by fostering inclusive and supportive environments (Brandt et al., 2022).

Purpose and meaning play a central role in life well-being, as individuals who align their daily activities with their core values and long-term goals tend to experience higher levels of fulfilment. Whether through personal hobbies, family responsibilities, or meaningful work, purpose provides a sense of direction and motivation (Barcaccia et al., 2023). When individuals find meaning in both their careers and personal lives, they are more likely to feel motivated, productive, and engaged. Employers can foster this by encouraging professional development, supporting work-life integration, and offering opportunities for employees to connect their work with a greater purpose (Van Wingerden & Van der Stoep, 2018).

1.3.2. Psychological Well-Being

Psychological well-being refers to an individual's overall emotional, cognitive, and mental health, encompassing both the presence of positive emotions and the ability to manage stress, and life challenges effectively. It goes beyond the mere absence of mental illness, focusing on personal growth, self-acceptance, life satisfaction, and the capacity to maintain healthy relationships. Psychological well-being plays a pivotal role in how individuals perceive themselves and the world around them, influencing their behavior, and ability to thrive in personal and professional settings. It is often described through key components such as autonomy, environmental mastery, purpose in life, positive relationships, and self-acceptance, all of which work together to foster a balanced and life achievement (Park et al., 2023).

One of the core elements of psychological well-being is emotional regulation, or the ability to manage emotions constructively. Individuals with high psychological well-being can experience emotions like stress, frustration, or sadness without being overwhelmed by them. They possess resilience—the mental strength to bounce back from adversity—enabling them to face challenges with a positive mindset. (Vally & Ahmed, 2020).

Self-acceptance refers to the ability to fully embrace all aspects of oneself, including strengths, weaknesses, emotions, and experiences, without excessive judgment or avoidance. It involves recognizing and acknowledging one's internal states and personal characteristics with openness and without the need to change or deny them (Klussman et al., 2022).Individuals with a high level of self-acceptance tend to have healthier self-esteem, which contributes to greater mental stability and emotional well-being (Su et al., 2019).

Another critical aspect is autonomy, which refers to the ability to make independent decisions and exercise control over one's life. Individuals with strong autonomy feel empowered to shape their circumstances, pursue their goals, and align their actions with personal values. This sense of control reduces stress and enhances positive environment, enabling individuals to engage in life with purpose and confidence (Clausen et al., 2022).

1.3.3. Workplace Well-Being

Workplace well-being refers to the overall health, satisfaction, and engagement of employees within their work environment, encompassing physical, mental, emotional, and social dimensions. It goes beyond just providing a safe working environment; it involves creating conditions that promote both personal and professional growth, where employees feel valued, supported, and fulfilled. Organizations that prioritize workplace well-being foster higher levels of job satisfaction, and productivity (Singh & Gautam, 2023).

Work-life balance is key component of workplace well-being. Employees need sufficient time to rest, spend time with family, and pursue personal interests outside of work. Organizations that offer flexible working arrangements, such as remote work

options, compressed schedules, or paid time off, empower employees to better balance their personal and professional responsibilities. When employees feel they can maintain a healthy work-life balance, they are more engaged and motivated, which reduces stress and enhances their well-being(Marecki, 2024).

Occupational health, ergonomics, and the overall design of the work environment closely influence physical well-being in the workplace. Optimizing physical layouts, equipment placement, and workflows helps create efficient and safe spaces, reducing the risk of injuries and enhancing productivity. Ergonomically sound workplaces not only prevent physical strain but also support employees' health through proper seating, lighting, and technology use, which is especially important for those in sedentary roles or remote work settings. Regular health surveillance, injury prevention strategies, and employee training further promote safety, while wellness programs, healthcare access, and vaccination opportunities contribute to overall well-being. For an aging workforce, ergonomic adaptations become essential to accommodate changing physical and cognitive abilities. Additionally, organizations must integrate stress management initiatives and mental health resources to support psychological well-being, creating a more balanced and sustainable work environment. In modern and hybrid workplaces, ergonomic practices extend to remote workers and digital nomads, ensuring their comfort and productivity through adaptable setups. Prioritizing physical well-being through comprehensive strategies not only improves individual health but also enhances employee engagement, satisfaction, and performance (Usha Adiga, 2023).

Social well-being at work focuses on fostering meaningful connections and positive relationships among employees. A collaborative work environment that encourages teamwork, respect, and inclusivity enhances employees' sense of belonging and reduces isolation (Grevenstein et al., 2019). Conversely, a toxic workplace environment has a negative impact on employee well-being, engagement, and organizational support. A workplace characterized by harassment, bullying, ostracism, and persistent negativity generates high levels of stress, burnout, anxiety, and depression among employees, eroding both mental and physical well-being (Rasool et al., 2021).

Leadership and managerial support also play a significant role in workplace well-being. Leaders set the tone for workplace culture by promoting values such as transparency, empathy, and fairness. Managers who prioritize employee well-being by offering support, giving constructive feedback, and recognizing achievements create a positive work environment. Transformational leadership, which focuses on inspiring and empowering employees, has been shown to enhance both individual and collective well-being (Donaldson-Feilder et al., 2013).

CHAPTER TWO

THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Transformational Leadership Style and Work-Related Stress

Transformational leadership plays a positive role in helping employees cope with stressful tasks ((Lyons & Schneider, 2009a). This leadership style has a positive effect on work-related stress by increasing employee motivation and commitment. Transformational leaders who take employees' needs into account and adopt an inspiring and motivating approach reduce employees' levels of uncertainty and anxiety in the workplace. This leadership style facilitates employees' coping with stress factors by establishing open communication channels and providing a supportive work environment (J. Chen et al., 2022) (Kloutsiniotis et al., 2022a) (Lyons & Schneider, 2009a).

Previous studies have shown that transformational leadership is negatively related to work-related stress and job stressors (J. Chen et al., 2022) (Dartey-Baah, 2015) (Harms et al., 2017) (Kloutsiniotis et al., 2022a) (Salem, 2015)

The study conducted by (J. Chen et al., 2022) found that transformational leadership was negatively related to burnout among hospital employees, and resilience and role clarity mediated the relationship between transformational leadership and burnout. In addition, intrinsic motivation moderated the indirect effects of transformational leadership on burnout through role clarity and resilience. (Dartey-Baah, 2015) (Harms et al., 2017) examined the relationship between transformational leadership and work-related stress. The findings of the research showed that there was a significant negative relationship between transformational leadership and work-related stress. (Kloutsiniotis et al., 2022a) investigated the effect of transformational leadership on job stressors such as personal financial stress and anxiety, within the context of the hospitality industry during the COVID-19 pandemic. The results demonstrated that transformational leadership has a negative relationship with personal financial stress and anxiety among employees. In addition, the findings indicated that HRM practices can strengthen the positive effects of transformational leadership in reducing job stressors.

(Salem, 2015) examined the relationship between transformational leadership, work-related stress, and burnout in five-star hotels in Egypt. The findings showed that transformational leadership is negatively related to work-related stress and burnout. This leadership style provides support and foster a positive work environment, which reduces emotional exhaustion and the feeling of being overwhelmed by job demands. Based on what was mentioned, the following hypothesis was formulated:

H1: Transformational leadership style is negatively associated with work related stress.

2.2. Perceived Work-Related Stress and Employee Well-Being

Work-related stress has a significant impact on individuals' work life and general health. Stress occurs when individuals perceive environmental demands as insufficient for their own coping resources, and this can have negative effects on both psychological and physical well-being (Hirschle & Gondim, 2020)

Previous studies showed that there were great number of job stressors as negative predictors that affect employee well-being, such as time pressure, role ambiguity and role conflict (Langove et al., 2024), perceived stress at work (Ford et al., 2014), occupational stressors (W.-Q. Chen et al., 2009), work-related stress-threat type (Bell et al., 2012), high job demands and lack of resources (Rothmann & Malan, 2011), and lack of social support (Wadsworth et al., 2010).

(Bell et al., 2012) found that perceived work-related stress-threat type was negatively associated with academics' work-life balance and workplace well-being. Chen et al. (2009) found that work-related stress was a major risk factor for mental health in their study of Chinese offshore oil workers. Specifically, it was concluded that job-related stress factors such as job security issues and job management problems, led to deterioration in individuals' mental health.

In a meta-analysis conducted by (Ford et al., 2014), it was stated that the effects of job stress occur in the long term and gradually depleting employees' resources and weakening their psychological resilience. This resource depletion subsequently leads to an amplified impact of job stress (Ford et al., 2014). Similarly, (Rothmann & Malan, 2011) reported in their study among South African hospital pharmacists that factors such as high workload, limited resources and lack of support in the workplace negatively impact workplace well-being, leading to burnout and low job commitment

(Rothmann & Malan, 2011). (Langove et al., 2024) further examined the relationship between job stressors—specifically, time pressure, role ambiguity, and role conflict—and employee well-being. Their findings revealed that these stressors are negatively related to employees' psychological, life, and workplace well-being.

Based on what was mentioned, the following hypotheses were formulated

H2a Perceived work-related stress is negatively associated with life well-being.

H2b Perceived work-related stress is negatively associated with psychological well-being.

H2c Perceived work-related stress is negatively associated with workplace well-being.

2.3. Transformational Leadership Style and Employee Well-Being

Transformational leaders empower employees to become "cognitive participants" in their firms by helping them recognize their unique qualities. Numerous earlier studies have demonstrated that transformative leaders foster wellbeing at work by igniting employees' cognitive and emotional faculties. Corporate managers, for instance, play the role of transformational leaders by influencing the perspectives, ideas, and cognitive judgment of their workforce while encouraging careful problem solving, rationality, intelligence, and logical thinking within the context of accomplishing the objectives of the company and its workforce (Hoffman & Frost, 2006).

Previous studies have shown that transformational leadership is positively related to employee well-being (Clarke et al., 2015) (Kelloway et al., 2012) (Mehari, 2015) (Nielsen & Munir, 2009) (Tafvelin et al., 2011) (Kimberly Verbraak, 2014).

(Clarke et al., 2015) found that transformational leadership can enhance follower well-being by increasing resources such as self-efficacy, meaningful work, trust in management, and identification. (Kelloway et al., 2012) demonstrated that transformational leadership is positively related to psychological well-being and trust has mediating role in this relationship. (Mehari, 2015) found that transformational leadership is positively related to employee well-being and job satisfaction mediates

the relationship between transformational leadership and employee well-being in the study of 82 employees who work in a hospital in Sweden. Similarly, the research conducted by (Tafvelin et al., 2011) and (Kimberly Verbraak, 2014) showed that transformational leadership is positively related to employee well-being.

To address this knowledge gap, the following hypotheses were formulated:

H3a: Transformational leadership style is positively associated with life well-being.

H3b: Transformational leadership style is positively associated with psychological well-being.

H3c: Transformational leadership style is positively associated with workplace well-being.

2.4. Mediating Role of Perceived Work-Related Stress in the Relationship Between Transformational Leadership style and Employee Well-Being

According to a positive psychology perspective, strategies that increase individuals' capacity to cope with stress can alleviate the negative effects of stress and support well-being. How individuals perceive and cope with stressful situations can determine their levels of well-being (Hirschle & Gondim, 2020). Transformational leaders help employees see difficult tasks as a challenge rather than a threat, thus alleviating the negative effects of work-related stress. In addition, this leadership approach ensures that employees experience fewer negative emotions, which enables them to cope better with stressful situations. This supportive and motivating approach enables employees to feel more secure in stressful work environments and to be more successful in managing their workload (Lyons & Schneider, 2009b).

Transformational leadership is shown to positively impact employees by reducing workplace stress. This leadership style supports employees' needs, creates open communication channels, and foster a supportive environment, which helps to lower stress levels and job-related anxiety (J. Chen et al., 2022) (Dartey-Baah, 2015) (Harms et al., 2017) (Kloutsiniotis et al., 2022b) (Lyons & Schneider, 2009b) (Salem, 2015). In turn, by alleviating work-related stress, employees experience fewer negative

effects, which enhances their capacity to maintain well-being (Bell et al., 2012) (J. Chen et al., 2022) (Ford et al., 2014) (Rothmann & Malan, 2011) (Wadsworth et al., 2010)

Taken together, transformational leaders encourage viewing challenges positively, which helps employees manage stress effectively and improve their well-being overall (Hirschle & Gondim, 2020) (Lyons & Schneider, 2009b).

This empiric evidence indicates that perceived work-related stress mediates the relationship between transformational leadership style and employee well-being. Therefore, the following hypotheses were formed:

H4a: Perceived work-related stress mediates the relationship between transformational leadership style and life well-being.

H4b: Perceived work-related stress mediates the relationship between transformational leadership style and psychological well-being.

H4c: Perceived work-related stress mediates the relationship between transformational leadership style and workplace well-being.

The theoretical model shown in figure 1 and Table 1 summarizes the effect of transformational leadership on work related stress and employee well-being.

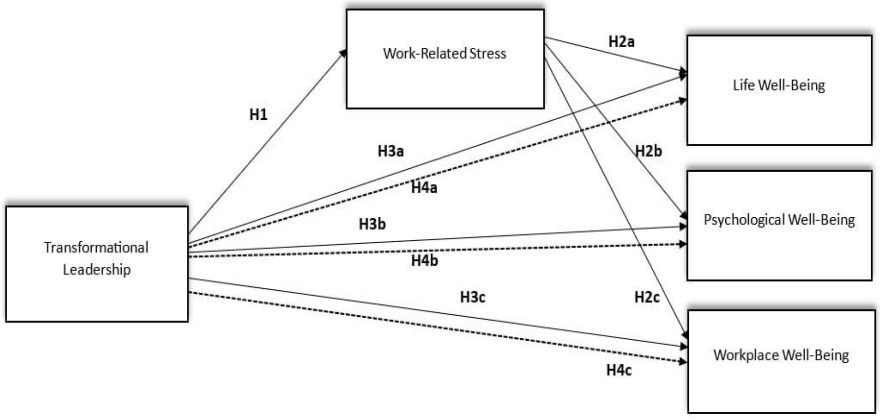


Figure 1. The Model of The Study

Note: Dashed arrows show indirect relationships in the research model

Table 1: The Effect of Transformational Leadership on Work Related Stress and Employee Well-Being

Author & Year	Variables	Sample	Method	Findings
(Arnold, 2017)	Transformational Leadership and Employee Well-being	-	Literature review	Transformational leadership can positively or negatively affect well-being. The relationship between transformational leadership and employee well-being is extremely complex.
(Chen et al., 2022)	Burnout, Transformational Leadership Resilience, Role Clarity, and Intrinsic Motivation	398 employees from seven hospitals in Lahore and Karachi, Pakistan	Structural equation modeling (SEM)	Transformational leadership reduces burnout in employees by enhancing role clarity, and resilience.
(Clarke et al., 2015)	Transformational Leadership, Follower Well-Being, Meaningful Work, Trust in Management, Identification	No specific sample	Literature review	Transformational leadership can enhance follower well-being by increasing resources such as self-efficacy, meaningful work, trust in management, and identification.
(Dartey-Baah, 2015)	Transformational and Transactional Leadership Styles, Perceived Job Stress	196 employees in Ghanaian banks	Cross-sectional quantitative study	Transformational leadership reduces job stress by supporting and encouraging employees, whereas transactional leadership increases stress.
			Cross-sectional quantitative study	Transformational leadership increases psychological well-being through trust, while transactional leadership (management-by-exception) negatively impacts well-being by reducing trust in the manager.

(Gregersen et al., 2014)	Transformational Leadership, Well-Being, Occupational Self-Efficacy	339 employees working in the health-care sector.	Longitudinal study	Transformational leadership is negatively related to burnout and perceived strain. Occupational self-efficacy does not moderate the relationship.
(Harms et al., 2017)	Transformational Leadership, Abusive Leadership, Follower Stress, Burnout	49,635 employees from 157 samples from 25 different countries.	Meta-analysis	Transformational is negatively related to employee stress and burnout, while abusive leadership is positively related to employee stress and burnout.
(Kelloway et al., 2012)	Study 1: Transformational Leadership, Well-being, Trust in Leader Study 2: Management-by-exception and Laissez-faire leadership, Trust in Leader	Study 1: 436 employees who work in a Canadian telecommunications organization Study 2: 269 individuals	Kelloway et al., 2012	Study 1: Transformational Leadership, Well-being, Trust in Leader Study 2: Management-by-exception and Laissez-faire leadership, Trust in Leader
(Kloutsiniotis et al., 2022)	Transformational Leadership, HRM Practices, Burnout, Personal Financial Stress, Anxiety, and Workplace Loneliness	459 customer-contact employees in Greece	Partial Least Squares (PLS) and Structural Equation Modeling (SEM)	Transformational leadership is negatively related to burnout and job stressors anxiety, financial stress and workplace loneliness. HRM practices" strengthens the negative relationship between TFL and "burnout and job stressors.
(Liu et al., 2010)	Transformational Leadership, Employee Well-being, Trust in the leader, Self-Efficacy	745 employees in China	Cross-sectional study with structural equation modeling (SEM)	Transformational leadership affects perceived work-related stress and stress symptoms through the mediating role of self-efficacy and trust in leadership.

		(Beijing and Hong Kong)		
(Liyanage, 2020)	Transformational Leadership and Well-Being	30 quantitative studies	Systematic review	Transformational leadership influences employee well-being through psychological processes such as meaningful work, perceived procedural justice, psychological empowerment, self and team efficacy, empowerment, psychological resources, trust, perception of work-life conflict and role clarity. Power distance, employee ambition and organizational commitment moderate transformational leadership and employee well-being relationship.
(Mehari, 2015)	Transformational Leadership, Employee Well-being, Trust in Leadership, Meaningfulness at Work, Job Satisfaction.	82 employees who work in a hospital in Sweden.	Cross-sectional study with multiple mediation analysis.	Transformational leadership is positively related to employee well-being and job satisfaction mediates the relationship between transformational leadership and employee well-being.
(Nielsen & Munir, 2009)	Transformational Leadership, Followers' Well-being, Self-efficacy	Time 1: 447, Time 2: 274 healthcare employees in Denmark	Cross-sectional study, longitudinal study with structural equation modeling using LISREL.	Self-efficacy mediates the relationship between transformational leadership and follower well-being.
(Parveen & Adeinat, 2019)	Transformational Leadership, Work-Related Stress, Burnout	250 bank employees in Jeddah, Saudi Arabia	Cross-sectional study with structural equation modeling (SEM)	Transformational leadership can increase work-related stress but reduce burnout.

(Salem, 2015)	Transformational Leadership, Job Stress and Burnout	327 employees who work in 5-star hotels in Egypt	Cross-sectional study with correlation analysis.	Transformational leadership is negatively related to job stress and this negative relationship is higher in guest-contact employees.
(Tafvelin et al., 2011)	Transformational Leadership, Climate for innovation, Well-Being	101employees in Sweden	Longitudinal study with structural equation modeling using	Transformational leadership is positively related to climate for innovation through employee well-being.
(Kimberly Verbraak, 2014)	Transformational Leadership, Employee Well-being, Trust in Leader	120 employees from different organizations.	Cross-sectional survey, multiple regression analysis	Transformational leadership is positively related to employee well-being.

CHAPTER THREE

METHODS

3.1. Sample and Procedure

The study surveyed 199 employees in Yemen. Of the 250 distributed questionnaires, 199 valid responses were received, yielding a response rate of 79.6%. According to (Baruch, 1999), this response rate is acceptable for a social science study. The sample characteristics are detailed in Table 1.

Table 2. Demographic Characteristics of Participants (n=199)

Features	Category	N	%	Mean	Std. Dev.
Age				33,28	6,04
Gender	Female	74	37.2		
	Male	125	62.8		
Education	High School	5	2.5		
	Undergraduate	22	11.1		
	Graduate	96	48.2		
	Postgraduate	76	38.2		
Marital Status	Married	119	59.8		
	Single	80	40.2		
Organization Type	Non-profit	100	100		

The results indicate that 62.8% of the respondents are male, while 37.2% are female, with a higher proportion of males likely due to cultural and social factors that may limit women's participation in the workforce in Yemen. The educational background of the sample reveals that 2.5% hold a high school diploma, 48.2% have a university degree, and 38.2% possess a postgraduate degree, reflecting the study's focus on employees in Yemeni universities. Additionally, 59.8% of the respondents are married, while 40.2% are single. Regarding the organizational sector, 100% are employed in non-profit organizations.

3.2. Common Method Bias

Common method bias, a potential challenge in social science research due to external factors influencing the dataset, is a significant source of measurement error (Podsakoff et al., 2003). To evaluate the presence of common method bias, we utilized

SmartPLS to analyze full collinearity Variance Inflation Factor (VIF) scores, as recommended by (Kock, 2015). The results indicated that all inner VIF values were below 3.3. Consequently, as shown in Table 2, no common method bias was detected in the dataset.

Table 3. VIF values for Common Method Bias

Collinearity VIF Statistics	VIF
Transformational Leadership -> Life Well-Being	1.125
Transformational Leadership -> Psychological Well-Being	1.125
Transformational Leadership -> Work-Related Stress	1.000
Transformational Leadership -> Workplace Well-Being	1.125
Work-Related Stress -> Life Well-Being	1.125
Work-Related Stress -> Psychological Well-Being	1.125
Work-Related Stress -> Workplace Well-Being	1.125

3.3. Measures

All measurement tools utilized in this study have been sourced from prior research. All three constructs—intention to leave the profession, failure to forgive oneself, and perceived work-related stress—were rated on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). All the items for each measurement are provided in Table 2.

To measure *employee well-being* a three-dimensional measurement developed by (Zheng et al., 2015) was utilized. This measurement model comprises life well-being, job well-being, and psychological well-being. These three dimensions are life well-being which has 6 item-scale, workplace well-being, which has 6 item-scale and psychological well-being, which has 6 item-scale.

To evaluate *transformational leadership* 7-item scale developed by (Carless et al., 2000) was utilized in the research.

Perceived work-related stress was evaluated using a 5-item scale adapted by Lambert & Xianyu (2006) from (Crank et al., 1995).

3.4. Data Analysis Strategy

In this study, data analysis employed structural equation modeling (SEM). PLS-SEM is often favored over CB-SEM due to its independence from normal

distribution assumptions, robust statistical power, applicability to small sample sizes, and capability to handle intricate models involving mediator variables (Sarstedt et al., 2017) Consequently, this study utilized the SmartPLS software for statistical analysis of both measurement and structural models.

CHAPTER FOUR

RESULTS

4.1. Assessment of Measurement Model

Before conducting hypothesis testing, we adhered to recommended guidelines to ensure the validity and reliability of reflective measurement models(Sarstedt et al., 2017) . The initial step involved assessing factor loadings to determine indicator reliability, with the expectation that all factor loadings exceed the threshold of 0.708. If removing indicators with loadings below 0.708 improves the construct's reliability and validity, it is advisable to delete these indicators. Based on this criterion, three indicators (PWB4, PWB6, and LWB6) were removed from the model. The factor loadings of the remaining variables are presented in Table 3.

To assess internal consistency, both Cronbach's alpha and Composite Reliability (CR) were examined. For life well-being, psychological well-being, transformational leadership, work-related stress, and workplace well-being, Cronbach's alpha values were 0.83, 0.70, 0.92, 0.86, and 0.84, respectively. Correspondingly, CR values were 0.88, 0.81, 0.93, 0.89, and 0.86. As both Cronbach's alpha and CR values exceeded 0.70, indicating good internal consistency across variables. Additionally, convergent validity was assessed through Average Variance Extracted (AVE) values, with the threshold set at 0.50. For life well-being, psychological well-being, transformational leadership, work-related stress and workplace well-being, the AVE values are respectively 0.60, 0.52, 0.68, 0.63, and 0.55. Hence, the results indicate that the variables met convergent validity as shown in Table 4.

Table 4. Factor loadings of the variables

Variables	Items	Indicator Loadings			
Life Well-Being	LWB1	0,796			
	LWB2	0,799			
	LWB3	0,810			
	LWB4	0,719			
	LWB5	0,739			
	LWB6	Removed			
Psychological Well-Being	PWB1		0,692		
	PWB2		0,723		
	PWB3		0,808		
	PWB4		Removed		
	PWB5		0,663		
	PWB6		Removed		
Transformational Leadership	TL1			0,760	
	TL2			0,844	
	TL3			0,871	
	TL4			0,860	
	TL5			0,805	
	TL6			0,757	
	TL7			0,846	
Work-Related Stress	WRS1				0,815
	WRS2				0,816
	WRS3				0,810
	WRS4				0,677
	WRS5				0,832
Workplace Well-Being	WWB1				0,823
	WWB2				0,803
	WWB3				0,808
	WWB4				0,753
	WWB5				0,593
	WWB6				0.630

Table 5. Measurement Model Results

Variables	Cronbach's Alpha	Average variance extracted (AVE)	Composite Reliability (CR)
Life Well-Being	0.83	0.60	0.88
Psychological Well-Being	0.70	0.52	0.81
Transformational Leadership	0.91	0.68	0.93
Work-Related Stress	0.86	0.63	0.89
Workplace Well-Being	0.84	0.55	0.86

In the Fornell-Larcker criterion, the square root of the Average Variance Extracted (AVE) is compared with the correlations between latent variables. According to (Fornell & Larcker, 1981), the square root of a construct's AVE should exceed the correlations with other constructs. The study's findings confirmed successful adherence to this criterion.

Table 6. Discriminant Validity (Fornell-Larcker), Correlations Among Variables, Means and Standard Deviations.

Variables	1	2	3	4	5
1. Life Well-Being	**0.773**				
2. Psychological Well-Being	0.461	**0,724**			
3. Transformational Leadership	0.477	0,224	**0,822**		
4. Work-Related Stress	-0.232	-0,176	-0,333	**0,792**	
5. Workplace Well-Being	0.625	0,498	0,468	-0,322	**0,741**
Means	3.70	4.09	3.63	2.97	3.80
Std. Dev.	0.68	0.50	0.84	0.88	0.64

**. Correlation is significant at the 0.01 level (2-tailed).
Square root of AVE on the diagonal (bold)

HTMT coefficients, introduced by (Henseler et al., 2015), represent the ratios between the mean correlations of items across all constructs in a research model and the geometric means of correlations within the same construct. As advised by (Sarstedt et al., 2017), these coefficients should remain under 0.85. Our findings revealed that all values remained below 0.85. Hence, ensuring the discriminant validity of the structural model in this study was successful, with detailed results presented in both Table 5 and Table 6.

Table 7. Heterotrait - Monotrait Criteria (HTMT)

	Variables	1	2	3	4	5
1	Life Well-Being					
2	Psychological Well-Being	0,599				
3	Transformational Leadership	0,528	0,267			
4	Work-Related Stress	0,252	0,228	0,346		
5	Workplace Well-Being	0,746	0,701	0,515	0,335	

4.2. Assessment of Structural Model

Recent research indicates that path coefficients, significance values, explanatory power, and predictive power are key metrics for assessing the structural model (Hair et al., 2022). Consistent with these findings, a bootstrapping procedure was conducted in SmartPLS to test the path coefficients and significance values of the structural model. This involved using 5000 bootstrap samples, with 199 cases, and a 95% confidence level.

Hypothesis 1 predicted that transformational leadership style would be negatively associated with work related stress. The research findings showed that transformational leadership style was negatively associated with work related stress (β= -0,333, t= 4,675, p=0.00), thus supporting Hypothesis 1.

Hypothesis 2a predicted that work-related stress would be negatively associated with life well-being. The results indicated work-related stress was not negatively associated with life well-being (β= -0,048, t= 0,635, p>0.05), thus not supporting Hypothesis 2a.

Hypothesis 2b predicted that work-related stress would be negatively associated with psychological well-being. The results indicated work-related stress was not negatively associated with psychological well-being (β= -0,114, t= 1,249, p>0.05), thus not supporting Hypothesis 2b. Hypothesis 2c predicted that work-related stress would be negatively associated with workplace well-being. The results indicated work-related stress was negatively associated with workplace well-being (β= -0,187, t= 2,614, p<0.01), thus supporting Hypothesis 2c.

Hypothesis 3a predicted that transformational leadership style would be positively associated with life well-being. The research findings showed that transformational leadership style was positively associated with life well-being (β= 0,449, t= 6,954, p=0.00), thus supporting Hypothesis 3a. Hypothesis 3b predicted that transformational leadership style would be positively associated with psychological well-being. The research findings showed that transformational leadership style was not positively associated with psychological well-being (β= 0,186, t= 1,824, p>0.05), thus not supporting Hypothesis 3b. Hypothesis 3c predicted that transformational leadership style would be positively associated with workplace well-being. The research findings showed that transformational leadership style was positively associated with workplace well-being (β= 0,405, t= 5,563, p=0.00), thus supporting Hypothesis 3c.

In this study, one objective is to investigate whether work-related stress acts as a mediator in the relationship between transformational leadership style and, life wellbeing, psychological well-being and workplace well-being. As highlighted by (Sarstedt et al., 2017), the Sobel test isn't appropriate for examining indirect effects within the context of PLS-SEM. Therefore, to assess the mediating effect, the bootstrapping procedure in SmartPLS was employed, aligning with the recommendation of Sarstedt et al., (2017).

Hypothesis 4a predicted that work-related stress would mediate the relationship between transformational leadership style and life well-being. The research findings showed that work-related stress did not mediate the relationship between transformational leadership style and life well-being (β= 0,027, t= 1,161, p>0.05), thus not supporting Hypothesis 4a. Hypothesis 4b predicted that work-related stress would mediate the relationship between transformational leadership style and psychological well-being. The

research findings showed that work-related stress did not mediate the relationship between transformational leadership style and psychological well-being (β= 0,038, t= 1,109, p>0.05), thus not supporting Hypothesis 4b. Hypothesis 4c predicted that work-related stress would mediate the relationship between transformational leadership style and workplace well-being. The research findings showed that work-related stress did not mediate the relationship between transformational leadership style and workplace well-being (β= 0,062, t= 2,153, p<0.05). (Nitzl et al., 2016) suggested that if the direct effect is significant and the indirect effect is significant and in the same direction (positive or negative), there is a complementary partial mediation. Hence Hypothesis 4c was partially supported, and the mediation type was complementary. The direct and indirect effects are shown in Table 7.

Table 8. Structural Model Results

Paths	**Path Coeff. (β)**	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**t Statistics**	**p Values**	**Confidence Interval Bias Corrected**		**Results**
						2.5%	97.5%	
TL-> WRS	-0,333	-0,340	0,071	4,675	0.000	-0,461	-0,185	H1: Supported
WRS-> LWB	-0,082	-0,089	0,063	1,316	0,188	-0,196	0,048	H2a: Not Supported
WRS -> PWB	-0,114	-0,126	0,091	1,249	0,212	-0,264	0,109	H2b: Not Supported
WRS -> WWB	-0,187	-0,194	0,072	2,614	0,009	-0,323	-0,045	H2c: Supported
TL-> LWB	0,449	0,454	0,065	6,954	0,000	0,306	0,562	H3a: Supported
TL-> PWB	0,186	0,194	0,102	1,824	0,068	-0,092	0,341	H3b: Not Supported

TL-> WWB	0,405	0,409	0,073	5,563	0,000	0,248	0,538	H3c: Supported
TL-> WRS-> LWB	0,027	0,031	0,024	1,161	0,246	-0,014	0,078	H4: Not Supported
TL-> WRS-> PWB	0,038	0,044	0,034	1,109	0,267	-0,032	0,104	H4: Not Supported
TL-> WRS-> WWB	0,062	0,066	0,029	2,153	0,031	0,016	0,127	H4: Partially Supported

Note: TL: Transformational Leadership, WRS: Work-Related Stress, LWB: Life Well-Being, PWB: Psychological Well-Being, WWB: Workplace Well-Being.

The next step is to evaluate the coefficient of determination (R2), which measures the variance explained in each endogenous construct and indicates the model's explanatory power. R2 values range from 0 to 1, with higher values signifying greater explanatory power (Sarstedt et al., 2017). The R2 values for life well-being, psychological well-being and workplace well-being show that about 23%, 6% and 25% of the variance can be explained by the proposed model. Hence, the model has a good explanatory power for life well-being and workplace well-being.

The proposed relationships are validated using the "PLSpredict" procedure (Hair et al., 2022) with out-of-sample data. According to (Shmueli et al., 2019), the PLSpredict procedure employs cross-validation to validate the model. This method utilizes k-fold cross-validation with 10 folds (k) and 10 repetitions for its computations. The Root Mean Squared Error (RMSE) and the naïve benchmark (Q2_predict) for the PLS-SEM and linear regression (Model) are calculated using the SmartPLS tool as part of the PLSpredict procedure. Q2_predict values greater than 0 indicate that the PLS model has predictive power and can be compared with the naïve LM benchmark. The results show that all indicators in the PLS-SEM have lower RMSE values compared to the naïve LM benchmark. In this study, only one indicator (PWB2) has a negative Q2 value. Researchers noted that this indicator may need to be removed, especially if the main goal is prediction or if a negative Q^2 predict value indicates low predictive power. Indicator should not be

automatically removed but should be carefully assessed how deletion affects the construct's reliability, content validity, convergent validity, and discriminant validity. In this research, the indicator was not deleted as the construct reliability and reliability were affected negatively. Yet the proposed model demonstrates high predictive power according to the PLSpredict procedure (Shmueli et al., 2019). The prediction statistics are shown in Table 8.

Table 9. Differences of RMSE Values

Indicators	Q^2	PLS-SEM_RMSE	LM_RMSE	PLS-SEM – LM - RMSE
LWB1	0,184	0,708	0,718	-0,01
LWB2	0,109	0,894	0,905	-0,011
LWB3	0,130	0,796	0,803	-0,007
LWB4	0,108	0,821	0,842	-0,021
LWB5	0,086	0,923	0,932	-0,009
PWB1	0,039	0,729	0,756	-0,027
PWB2	**-0,001**	0,702	0,727	-0,025
PWB3	0,015	0,670	0,688	-0,018
PWB5	0,012	0,662	0,688	-0,026
WRS1	0,099	1,026	1,057	-0.031
WRS2	0,056	1,097	1,111	-0.014
WRS3	0,070	1,022	1,024	-0.002
WRS4	0,006	1,138	1,145	-0.007
WRS5	0,051	1,119	1,129	-0.01
WWB1	0,164	0,906	0,918	-0.012
WWB2	0,130	0,871	0,901	-0.03
WWB3	0,142	0,910	0,942	-0.032
WWB4	0,120	0,722	0,737	-0.015
WWB5	0,042	0,658	0,677	-0.015
WWB6	0,048	0,755	0,778	-0.023

CONCLUSION AND RECOMMENDATION

CONCLUSION

This study aimed to explore the relationship between transformational leadership and employee well-being while also examining the mediating role of job-related stress. The analysis, based on data collected from 199 employees in the nonprofit organizations, yielded several key insights.

First, the findings confirmed a statistically significant negative relationship between transformational leadership and work-related stress, indicating that transformational leadership effectively reduces stress in the workplace. However, no significant relationship was found between work-related stress and either life well-being or psychological well-being. Nonetheless, a significant negative relationship was identified between work-related stress and workplace well-being.

Moreover, the study revealed that transformational leadership has a significant positive impact on life well-being and workplace well-being, although it does not significantly affect psychological well-being. This suggests that transformational leadership contributes more to employees' overall satisfaction with life and their immediate work environment than to their psychological health.

The mediation analysis provided further clarity. While work-related stress did not mediate the relationship between transformational leadership and life well-being or psychological well-being, it partially mediated the relationship between transformational leadership and workplace well-being. This partial mediation indicates that while transformational leadership directly enhances workplace well-being, some of this effect is channeled through the reduction of work-related stress.

The structural model demonstrated adequate explanatory power, particularly for life well-being and workplace well-being, and the predictive power of the model was validated using the PLSpredict procedure. Although one indicator (PWB2) exhibited low predictive power, it was retained due to its importance in maintaining construct reliability and validity. Overall, the proposed model shows strong predictive capabilities, affirming

its relevance for future research and practical applications in enhancing employee well-being through transformational leadership.

RECOMMENDATIONS

The study's findings underscore the critical role of transformational leadership in promoting employee well-being within nonprofit organizations. As organizations increasingly prioritize employee satisfaction and retention, understanding the mechanisms through which leadership styles impact well-being is essential. The study confirms a statistically significant negative relationship between transformational leadership and work-related stress, suggesting that leaders who engage in transformational practices—such as inspiring a shared vision, fostering an inclusive and supportive work environment, and encouraging personal and professional growth—can effectively mitigate stress among employees. To leverage this benefit, organizations should implement leadership development programs that emphasize transformational leadership skills. This can include workshops, mentorship programs, and continuous learning opportunities focused on emotional intelligence, communication, and motivational techniques. Additionally, promoting a culture of recognition and support where leaders actively address the individual needs of employees can further reduce workplace stress. Regular feedback and open communication channels between leaders and employees are also vital in identifying and addressing stressors early on.

While the study did not find a significant relationship between work-related stress and life or psychological well-being, it did reveal a significant positive impact of transformational leadership on workplace well-being. This highlights the importance of the immediate work environment for employee satisfaction. To enhance workplace well-being, organizations should empower employees in decision-making processes, giving them a sense of control and ownership over their work. Transformational leaders should also focus on building strong, cohesive teams where collaboration and mutual support are prioritized. Providing continuous professional development opportunities that align with employees' career aspirations can further increase job satisfaction and workplace well-being, as employees feel their contributions are valued and their potential is recognized.

The study also noted that transformational leadership does not significantly affect psychological well-being, indicating that additional strategies are needed to support this aspect of employee health. Organizations should integrate mental health support into leadership practices by promoting mental health awareness and providing access to resources such as counseling services, stress management workshops, and mental health days. Encouraging a healthy work-life balance is also essential, with leaders modeling and promoting flexibility to allow employees to manage personal responsibilities and recharge. Creating a safe and inclusive work environment, free from discrimination and supportive of diverse needs, is crucial for fostering psychological well-being.

The partial mediation of work-related stress in the relationship between transformational leadership and workplace well-being suggests that while transformational leadership directly enhances workplace well-being, some of this effect is mediated through stress reduction. To optimize this dynamic, organizations should develop stress reduction initiatives that complement transformational leadership practices. These could include mindfulness training, wellness programs, and ergonomic workplace design to reduce physical stressors. Regularly assessing workplace well-being through surveys and feedback mechanisms will ensure that stress reduction and leadership initiatives are effective, allowing leaders to tailor their approaches to the evolving needs of employees.

The researcher recommends conducting in-depth studies into the nature and sources of work stress, including factors of financial, job, and family stability, and the spillover effects of work stress and its general dependencies on individuals' lives, well-being, psychological health, and work performance.

STUDY LIMITATIONS

This study was conducted exclusively in Yemen, specifically within the capital city of Sana'a, and focused solely on selected non-profit educational institutions. Due to financial and time constraints, the research was limited to this specific geographic area and sector. To facilitate data collection, the researcher distributed the questionnaire electronically in April 2024, visiting the selected organizations to ensure participation.

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APPENDIX

QUESTIONNAIRE

Declaration

Dear Participants
This is a personal invitation to participate in research to understand the effect of transformational leadership style on the employee well-being: a cross- sectional study from Yemen. All responses will be compiled together and analyzed as a group. None of the information collected will be shared anyone outside me and my supervisor. Your participation is voluntary.
Please read the following sentences carefully and select a suitable answer.

PART A

QUESTIONS RELATED TO DEMOGRAPHIC CHARACTERISTICS

***What is your gender?**

Female

Male

***What is your education level?**

High School

Undergraduate

Graduate

Postgraduate

***What is your position at the immediate work?**

……..

***Marital status**

Single

Married

***What is the gender of your immediate supervisor?**

Female

Male

***How long have you been worked for your immediate supervisor?**

……months and year

***What type of the organization do you currently work for?**

Non-profit organization

For profit organization

***What industry do you currently work for?**

……

Have you ever worked (or volunteered) for a female supervisor?

Yes

No

PART B

All the following items are measured using a five-point Likert scale of 1 = strongly disagree, 2 = disagree, 3 = uncertain, 4 = agree and 5 = strongly agree.

(Please choose as appropriate)

	STATEMENT	**SCALE**				
		Absolutely I disagree (1)	I disagree (2)	I am undecided (3)	I agree (4)	Absolutely I agree (5)

	Transformational Leadership					
	He/she communicates a clear and positive vision of the future.					
	He/she treats staff as individuals, supports and encourages their development.					
	He/she gives encouragement and recognition to staff.					
	He/she fosters trust, involvement, and cooperation among team members.					
	He/she encourages thinking about problems in new ways and questions assumptions.					
	He/she is clear about his/her values and practices what he/she preaches.					
	He/she instills pride and respect in others and inspires me by being highly competent.					
	Employee Well-Being (EBW)					
	LWB (Life Well-Being)					

	Q1. I feel satisfied with my life.					
	Q2. I am close to my dream in most aspects of my life.					
	Q3. Most of the time, I do feel real happiness.					
	Q4. I am in a good life situation.					
	Q5. My life is very fun.					
	Q6. I would hardly change my current way of life in the afterlife.					
	WWB (Workplace Well-Being)					
	Q7. I am satisfied with my work responsibilities.					
	Q8. In general, I feel fairly satisfied with my present job.					
	Q9. I find real enjoyment in my work.					
	Q10. I can always find ways to enrich my work.					
	Q11. Work is a meaningful experience for me.					
	Q12. I feel basically satisfied with my work					

	achievements in my current job.					
	PWB (Psychological Well-Being)					
	Q13. I feel I have grown as a person.					
	Q14. I handle daily affairs well.					
	Q15. I generally feel good about myself, and I'm confident.					
	Q16. People think I am willing to give and to share my time with others.					
	Q17. I am good at making flexible timetables for my work.					
	Q18. I love having deep conversations with family and friends so that we can better understand each other.					
	Work Related Stress (Work Stress/Job Related Stress/Job Stress)					
	A lot of time my job makes me very frustrated or angry.					

	I am usually under a lot of pressure when I am at work.					
	When I'm at work I often feel tense or uptight.					
	I am usually calm and at ease when I'm working					
	There are a lot of aspects of my job that make me upset.					

T.C.
İSTANBUL GELİŞİM ÜNİVERSİTESİ REKTÖRLÜĞÜ
Etik Kurul Başkanlığı

ETİK KURUL KARAR ÖRNEĞİ

Toplantı No	Toplantı Tarihi	Toplantı Saati	Toplantı Yeri
2024 – 03	29.02.2024	14.00	Online

KARAR NO: 2024-03-80: Lisansüstü Eğitim Enstitüsü, İşletme (İngilizce) Tezli Yüksek Lisans Programı 221432023 numaralı Rehab AL KHOUJA' nın "The Effect of Transformational Leadership Style on the Employee Well Being and Performance: A Cross Sectional Study From Yemen" konulu çalışması hakkında yapacağı anket sorularının, etik kurallara uygun olup olmadığını tespit etmek üzere, İGÜ Etik Kurulumuzun 09.02.2024 tarih ve 2024-02 sayılı toplantısında, İGÜ Etik Kurul Yönergesinin 12(1) maddesine göre değerlendirme yapmak üzere görevlendirilen öğretim elemanlarının raporları incelenmiş olup, ilgili çalışmada yer alan bilimsel araştırmanın etik kurallara uygun olduğuna oy birliği ile karar verildi.

ASLI GİBİDİR

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RESUME

Personal Information
Name: Rehab Ameen Al-Khouja
Nationality: Yemeni
Gender: Female
Marital Status: Single

Education

Degree: University Degree
Degree Description: Arts and Humanities
Discipline: English Studies & Literature – first rank student with GPA of 91%
University Name: Sanaa University
Location: Sanaa, Yemen
Graduation Date: June 2011

Employment Record:

Start Date: July 2020
End Date: Current
Position Title: Human Resources Coordinator
Name of Employer: Socatra Media- Istanbul
Location: Istanbul

- Follow up, propose, revise and/or draft HR-related procedures and policies.
- Provide expertise to all people involved in the recruitment process on how to lead it properly with the aim of recruiting professionals and people with potentials to be developed.
- Coordinate and follow up probation period evaluations and improvement plan in close coordination with respective supervisors.
- Ensure annual appraisals is done follow up with managers and staff in order to ensure a fair and transparent process.
- Conduct pieces of training and sessions to support organizational culture on performance management.
- Follow up and coordinate promotions, salary changes according to local laws, policy and procedures.
- Provide support the recruitment and induction processes.
- Prepare monthly salary and benefits.

Start Date: Dec 2018
End Date: Feb 2020
Position Title: Women Economic Empowerment Field Officer - Humanitarian and

Development Worker
Name of Employer: CARE International –Yemen
Location: Sanaa
Description:

- Provide support to the establishment of the women entrepreneurship and livelihoods network
- Preform project field activities and interventions with efficient implementation accordance with project outputs and expected impacts.
- Collaborate with project team, local partners, local council and community leaders to support screening and registration teams to select the households based on the agreed criteria
- Develop and maintain good relationships and lines of communication with relevant, local partner, local authorities and communities, explaining the nature of the project and liaising with them throughout the project.
- Work closely with other field officers and community representatives to identify the appropriate cash for work (community assets) according to the community priorities
- Report any variations or problems with implementation of activities (in regards to laborers, costs, schedules, technical matters, training attendance for beneficiaries and Trainers.
- Document the project, field experiences and reflections.
- Develop human interest stories.
- Prepare periodical progress reports as requested about achieved activities, challenges and obstacles for remaining activities and suggested solutions and recommendations.
- Ensure transparent implementation of all field based activities and provides a conduit for suggestions and feedback from the communities to project and senior CARE management.

Start Date: July 2015
End Date: November 2018
Position Title: HR/Recruitment Manger Assistant
Name of Employer: CARE International –Yemen
Location: Sanaa
Description:

- Focal point of the recruitment online application system
- Working closely with the area managers on the recruitment plan for the new and ongoing projects and responsible to organize and participate in staff recruitment throughout the process.
- Provide support the recruitment and induction processes.
- Ensure completeness of recruitment documentation (from staff requisition to filed signed contracts and contract amendments).
- Maintain recruitment/capacity planner.
- Ensure HR recruitment processes, starters and leavers; performance management and organization of learning event.
- Work closely with relevant supervisors to develop and update job descriptions
- Comply with C-Yemen recruitment policies and recruitment guidelines

- Work and update recruitment sheet on a weekly basis and share with concerned supervisors
- Prepare advertisements for vacant staff positions.
- Screen candidate's resumes and job applications; work closely with Field HR Officers to do job screening relevant to their sub-office.
- Schedule and organize interviews and participate in applicant interviews
- Conduct reference/ Bridger checks on possible candidates
- Prepare and coordinate with new staff all necessary hiring documents are completed and handed to HR assistant for personnel filling.
- Prepare full orientation package for new staff and the orientation schedule with all different departments
- Prepare and maintain data bases to ensure correct recording of all staff and have applicants' data for emergency needs.
- Prepare and maintain an online application system to have more systematic database for applicants
- Support clarifying Job profiles and staff benefits issues.

Start Date: Sep 2013
End Date: March 2016
Position Title: Teacher Assistant
Name of Employer: Sanaa University – Department of English Studies
Location: Sanaa
Description:

- Supervise student activities and exams.
- Teach undergraduate level courses such as English Grammar and Writing Classes.
- Evaluate and grade examinations, assignments, papers and record grades and evaluate student work.
- Provide assistance to faculty members.
- Schedule and maintain regular office hours to meet with students.
- Schedule instructional activities.
- Prepare tests and assist Professors in their classes.
- Meet with the professor that I am assisting to discuss students' grades and to complete required grade-related paperwork.
- Copy and distribute classroom materials.
- Attend lectures given by the instructor whom I am assisting.
- Attend training sessions or professional meetings to develop or maintain professional knowledge.

Start Date: June 2011
End Date: August 2013
Position Title: Administrative Assistant
Name of Employer: SDF. Social Democratic Forum
Location: Yemen
Description:

- Update and retrieves data in/from specialized tools and databases.

- Create and maintains paper or electronic files up-to-date.
- Translate -Arabic English, invoices and supporting documents.
- Draft and finalizes correspondence, Slips, internal presentations, meeting minutes and other documents; shares information among users.
- Update the timeline, tables and charts, schedule and other tools and ensures invoices are followed up on.
- Carrie out secretarial tasks such as making photocopies, destroying documents and managing stationary stocks.
- Follow up on reports