Impact of Individual and Organizational Factors on Employee's Psychological Wellbeing: The Moderating Role of Social Support

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Abstract

The primary objective of this study was to examine the impact of individual and organizational factors on the psychological wellbeing of employees. In order to accomplish this goal, data was collected from employees employed in the tourism and hospitality sector of Saudi Arabia. The quantitative data that was gathered was subjected to analysis using the Statistical Package for the Social Sciences (SPSS). The findings of the study indicate that there is a positive and significant relationship between employees' psychological wellbeing and various factors, including supervisor behavior, organizational climate, work-life balance, organizational identification, and job security. Additionally, the research also identified a noteworthy and statistically significant moderating impact of social support on the association between supervisor behavior and employees' psychological well-being, as well as work-life balance and employees' psychological well-being. This study makes a significant contribution to the existing body of knowledge by presenting a comprehensive research model that incorporates various personal and organizational factors that have the potential to influence an employee's psychological well-being. Furthermore, it is worth noting that certain factors, namely job security, organizational climate, and organizational identification, have not received adequate attention in previous research regarding their impact on employees' psychological well-being. This study, therefore, represents a significant contribution to the existing literature.

Keywords: employee psychological well-being, psychological health, employee well-being, work-life balance, supervisor behavior, social support.

1. Introduction

In recent years, there has been a growing emphasis in organizational literature on the health and well-being of employees (Kundi et al., 2021; Salas-

Vallina, Alegre, & López-Cabrales, 2021; Zahoor et al., 2022). The holistic welfare of an employee encompasses not only their physical well-being but also their psychological and mental well-being. In addition to physiological manifestations associated with compromised mental well-being, such as headaches, anxiety, hypertension, cardiovascular disease, and burnout, the psychological or mental health of an employee is also influenced by positive affect and general emotional states. Historically, scholarly investigations pertaining to industries and manufacturing organizations primarily focused on safeguarding the physical well-being and health of their employees. These endeavors involved the development of comprehensive safety protocols, which were intended to be universally implemented by organizations operating within the industry. Nevertheless, contemporary understanding acknowledges the significance of addressing not only the physical well-being of employees through the removal of physical hazards in the workplace, but also their psychological well-being through the elimination of various psychosocial hazards (Brown & Leite, 2023; Inceoglu et al., 2018; Zahoor et al., 2022). In the professional setting, individuals encounter various stress-inducing factors that have the potential to detrimentally affect their mental well-being. The primary objective of this study is to examine the impact of various stressors on the psychological well-being of employees. These stressors include supervisor behavior, organizational climate, work-life balance, organizational identification, and job security. Additionally, the research endeavor seeks to examine the moderating influence of social support, which has the potential to mitigate the adverse effects of these stressors on the psychological well-being of employees. This study renders a significant scholarly contribution by presenting a comprehensive research model that incorporates personal and organizational factors that may influence an employee's psychological well-being. Furthermore, previous research has not adequately examined certain factors, such as job security, organizational climate, and organizational identification, in relation to the psychological well-being of employees. This study, therefore, makes a significant contribution to the existing literature by addressing this gap.

1.1. Objectives of the Research

The main objective of this study is to examine the effects of individual and organizational factors on an employee's psychological well-being. The research objectives outlined are as follows.

- To determine the influence of supervisor 's behavior on employee's psychological wellbeing.

- To determine the impact of organizational climate on employee's psychological well-being.

- To determine the effect of work-life balance on employee's psychological wellbeing.

- To determine the influence of organizational identification on employee's psychological well-being.

- To determine the impact of job security on employee's psychological well-being.

- To investigate the potential moderating influence of social support on the association between supervisory behavior and employee psychological well-being, as well as work-life balance and employee psychological well-being. .

2. Literature Review

2.1   Impact of Supervisory Behavior on Employee Psychological Wellbeing

One potential strategy for enhancing the psychological well-being of employees involves the enhancement of supervisory practices. Research has shown that employees who work under supervisors or leaders who are perceived as supportive tend to experience lower levels of stress and higher levels of job satisfaction. On the contrary, supervisors who engage in abusive behavior have detrimental effects on the overall welfare of their employees. (Gilbreath * & Benson, 2004). Tepper (2000) defined abusive supervision as the "subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact". On the contrary, supervisors who engage in abusive behavior have detrimental effects on the overall welfare of their employees (Lin, Wang, & Chen, 2013).

The supervisor who engages in toxic or abusive behaviour demonstrates a lack of awareness regarding the significance of these activities. They persist in exerting their authority in an exploitative manner, oblivious to the negative consequences such behaviours have on employees. Furthermore, the organisation is burdened with the costs associated with employee turnover (Hussain et al., 2020). The workforce constitutes a vital resource for any organisation, with the well-being of employees, both in terms of their physical and psychological health, warranting the highest level of attention and concern. A substantial body of existing literature has presented empirical support for the association between supervisor behaviour and the psychological well-being of employees (Inceoglu et al., 2018; Lin et al., 2013; Peltokorpi & Ramaswami, 2021). Building upon the aforementioned groundwork, the present study proposes the subsequent hypothesis.

H1: Supervisor behavior is significantly associated with employees' psychological wellbeing.

2.2   Organizational Climate and Employee's Psychological Wellbeing

The concept of organizational climate refers to the collective perception held by employees regarding the various attributes of an organization, encompassing its policies, procedures, and practices (Loh et al., 2019). The concept of organizational climate relates to the manifestation of an organization's priorities through the expected, encouraged, and rewarded behaviors and attitudes within the work environment. There is a tendency among certain scholars to conflate the concept of organizational climate with that of organizational culture, which can be defined as the collective values and underlying assumptions held by individuals within an organization with respect to its traditions and norms. Organizational culture primarily encompasses the established customs, ceremonies, standards, and principles within an organization, whereas organizational climate pertains to a psychological construct that is contingent upon employees' subjective perceptions. The concept of organizational climate has been previously delineated into two distinct levels, namely the individual level, which is approached through cognitive schema, and the group level, which is approached collectively. According

to the cognitive schema approach, there exists a relationship between organizational climate and an individual's sense-making process. Organizational climate refers to an individual's perception of the work environment, which in turn influences the overall well-being of the employee (Loh et al., 2019). On the other hand, the collective approach posits that organizational climate refers to the collective perception held by employees regarding their work environment, which has the potential to impact the overall well-being of the employee group (Schneider, Ehrhart, & Macey, 2011). The organizational climate establishes the prevailing atmosphere within an organization, dictating the behaviors and attitudes that are promoted and acknowledged among employees. Employees who possess a collective comprehension of the organizational climate are inclined to exhibit behavior that is both suitable and endorsed. For instance, certain organizations prioritize the physical safety of their employees by cultivating a safety climate, wherein all employees adopt additional precautions to prevent any potential safety hazards. Conversely, some organizations emphasize the attainment of service excellence by fostering a service climate. Additionally, there are organizations that place greater emphasis on the ethical aspects of their operations and working standards, thereby establishing an ethical climate (Loh et al., 2019). Numerous previous studies have documented the correlation between organisational climate and the physical and psychological wellbeing of employees (Bahrami et al., 2013; Becher et al., 2018; McGonagle et al., 2014; Prasad et al., 2020; Yulita, Dollard, & Idris, 2017). A conducive organisational climate that prioritises employee welfare and encourages employees to report any potential hazards contributes to enhanced psychological wellbeing among employees. The approach described promotes a culture where employees are motivated to voice their concerns regarding stressors, rather than internalising them, which can lead to burnout, stress, and emotional exhaustion (Bouchard & Meunier, 2023; Dollard et al., 2012; Idris et al., 2012). Thus, in light of the preceding discourse, the subsequent hypothesis is posited.

H2: Organizational climate is significantly associated with employees' psychological well-being.

2.3   Work-Life Balance and Employee's Psychological Wellbeing

The emergence of advanced technology and the process of digitalization have brought about significant transformations in the realm of work, rendering it more intricate in nature. According to Johnson et al. (2020), Shirmohammadi, Au, and Beigi (2022) and Spreitzer, Cameron, and Garrett (2017), there has been an increase in the flexibility of work schedules, resulting in employees being required to be constantly available and on call. The intricacies inherent in the nature of work exert a significant impact on the equilibrium between an individual's professional and personal spheres. The emergence of work-life conflict occurs when there is a lack of compatibility between an employee's professional responsibilities and their personal life (Brauchli, Bauer, & Hämmig, 2011). The non-work domain encompasses various aspects of an individual's life, such as familial relationships, friendships, community involvement, leisure activities, and personal well-being. Nevertheless, previous scholarly works have predominantly concentrated on the aspect of work-life conflict within the context of the family (Perry & Hammer, 2017). Work-life conflict is a two-way concept in which both personal life or family responsibilities can impede work, and work demands can impinge on personal life or family commitments. The primary factors contributing to challenges are primarily related to the constraint of time, particularly when individuals struggle to effectively allocate time between their professional obligations and familial responsibilities, resulting in the emergence of problems. Another concern pertains to the phenomenon of stress, whereby the stress experienced in one role can have an impact on the quality of interactions in another role. The anticipated conduct in one role may potentially clash with the anticipated conduct in another role. Numerous prior studies have examined the impact of work-life balance or work-life conflict on the psychological health and overall well-being of employees. (Carlson et al., 2011; Gisler et al., 2018; Hoffmann-Burdzińska & Rutkowska, 2015; Kirby et al., 2023; Magee et al., 2012; Obrenovic et al., 2020; Zheng et al., 2015).

The rational link between work-life balance and an employee's psychological health arises from the inherent stress caused by the conflict between these two domains. The persistent incongruity and discordance between the two roles can result

in adverse health consequences, including the development of chronic stress, depression, anxiety, and burnout. In addition, the simultaneous management of these two responsibilities can detract from the allocation of time for attending to one's personal well-being, such as scheduling medical appointments, engaging in physical exercise, ensuring an adequate amount of sleep, and participating in other self-care practices. Consequently, this can exacerbate burnout and contribute to the decline of both psychological and physical health (Gisler et al., 2018). Consequently, drawing from the preceding discourse, the subsequent hypothesis is proposed.

H3: Work-life balance is significantly associated with employees' psychological well-being.

2.4   Organizational Identification and Employee Psychological Well-being

According to Mael and Ashforth (1992), organizational identification can be defined as the subjective perception of unity or affiliation with an organization (p. 104). In a recent study conducted by Hameed, Ijaz, and Sabharwal (2022), a connection has been established between the notion of organisational identification and the psychological well-being of employees. The notion of organizational commitment is grounded in social identity theory, which posits that individuals experience positive emotions and a favourable self-perception when they align themselves with a particular group. Employees experience a sense of pride when they are affiliated with a reputable organization, as they perceive their own value to be closely linked to that of the organization. The experience of perceiving a sense of meaning and belonging within a group or organization has been found to be associated with the occurrence of positive emotions, including heightened levels of job satisfaction and improved psychological well-being (Chordiya, Sabharwal, & Battaglio, 2019). When an individual possesses a positive self-image that is manifested through a favorable personal and social identity, it mitigates the presence of anxiety, stress, and symptoms of depression. Research conducted by Jetten et al. (2017), Teng et al. (2020) and Van Dick et al. (2017) suggests that individuals experience an enhanced sense of satisfaction and contentment in their lives and work obligations, leading to improvements in their psychological well-being. Individuals who possess a strong

sense of organizational identification exhibit a heightened level of concern regarding the attainment of organizational objectives and goals, to the extent that their mental and psychological well-being becomes intertwined with this pursuit. Individuals experience personal stress when the organization fails to achieve its goals, which subsequently impacts their overall well-being (Haslam & Van Dick, 2011). Previous research examining the correlation between organizational identification and employee psychological well-being has consistently revealed a positive association between these two constructs. (Avanzi et al., 2018; Bharadwaj, Khan, & Yameen, 2022; Brown & Leite, 2023; Hameed et al., 2022; Shagirbasha et al., 2023; Steffens & Haslam, 2017). Therefore, based on the aforementioned discourse, the present study proposes the following hypothesis.

H4: Organizational identification is significantly associated with employees' psychological wellbeing.

2.5   Job Security and Employee Psychological Well-being

The recent development of digitalization and automation across various industries has raised concerns among employees regarding the ongoing relevance of their positions. The obsolescence of certain job positions and subsequent layoffs can occur as a consequence of various scenarios, including the automation of processes, acquisitions, mergers, and business closures (Kuhnert, Sims, & Lahey, 1989). In situations characterized by significant uncertainty, employees are consistently exposed to the possibility of job loss, thereby rendering the future of their employment uncertain. The aforementioned circumstances have adverse consequences on both an individual's professional trajectory and financial situation, leading to increased stress levels and a subsequent decline in psychological welfare (Guest, 2017). In this current era of economic turmoil, the loss of employment entails the forfeiture of a reliable source of financial resources, thereby imposing significant strain and anxiety upon the primary earners within households. Hence, individuals experience a persistent state of vigilance due to concerns regarding the stability of their employment, leading to the manifestation of stress, anxiety, and depression (Saeed et al., 2023). Individuals frequently experience distress and concern regarding potential job loss, which can

have adverse effects on their psychological well-being.(Guest, 2017; Mensah et al., 2023). On the contrary, employees who possess a sense of safety and assurance regarding the long-term prospects of their employment exhibit higher levels of satisfaction and contentment, thereby experiencing enhanced psychological well-being (Daud, 2017). The existing body of literature has not adequately examined the impact of job security on the psychological well-being of employees. A limited number of studies have addressed the matter and have documented a substantial correlation between the two phenomena (Daud, 2017; Kuhnert et al., 1989; Kundi et al., 2021; Turner & Lingard, 2016; Wilson et al., 2020a). Consequently, the present study endeavours to make a scholarly contribution by examining the correlation between these concepts and subsequently formulates the following hypothesis.

H5: Job security is significantly associated with employees' psychological wellbeing.

2.6   Moderating role of Social Support

According to Nahum-Shani, Bamberger, and Bacharach (2011), social support can be conceptualised as a reservoir of emotional and material resources that individuals can access when faced with challenging and stressful situations (p. 124). Social support can be classified into various categories. Nevertheless, emotional and instrumental support are identified as the two primary forms of social support (Gilbreath & Montesino, 2006). Emotional support encompasses the provision of moral assistance, active listening, and the demonstration of care through one's presence and availability. Instrumental support encompasses actions taken to assist an individual, either through tangible means such as providing financial or physical aid, or through intangible means such as offering genuine advice, coaching, or guidance. Research has indicated that individuals who possess a greater level of social support tend to exhibit enhanced psychological wellbeing. This phenomenon can be attributed to the presence of a support system that individuals can rely on during times of stress. Social support from various sources, such as supervisors, peers, colleagues, friends, and family members, plays a crucial role in assisting individuals in managing both work-related and personal stress. This support enables individuals to express their emotions, seek guidance, and depend on others for both emotional

and practical assistance when necessary (Tambling et al., 2023). The majority of previous studies examining social support have consistently found a positive correlation between social support and the psychological well-being of employees. (Harandi, Taghinasab, & Nayeri, 2017; Pahlevanzadeh & Jarollahi, 2011; Rajai, Aflakseyr, & Mollazadeh, 2012; Shakeri Nia, 2012; Wilson, Weiss, & Shook, 2020b). Furthermore, a number of research studies have investigated the moderating influence of social support, which serves as a protective factor in the association between different stressors and the psychological well-being of employees (Bakker et al., 2003; Green et al., 2022; Guidetti et al., 2018; Ortiz-Calvo et al., 2022). The present study additionally seeks to investigate the moderating influence of social support and, as such, suggests the subsequent hypothesis:

H6: Social support moderates the relationship between supervisor behavior and employee's psychological health.

H7: Social support moderates the relationship between work-life balance and employee's psychological health.
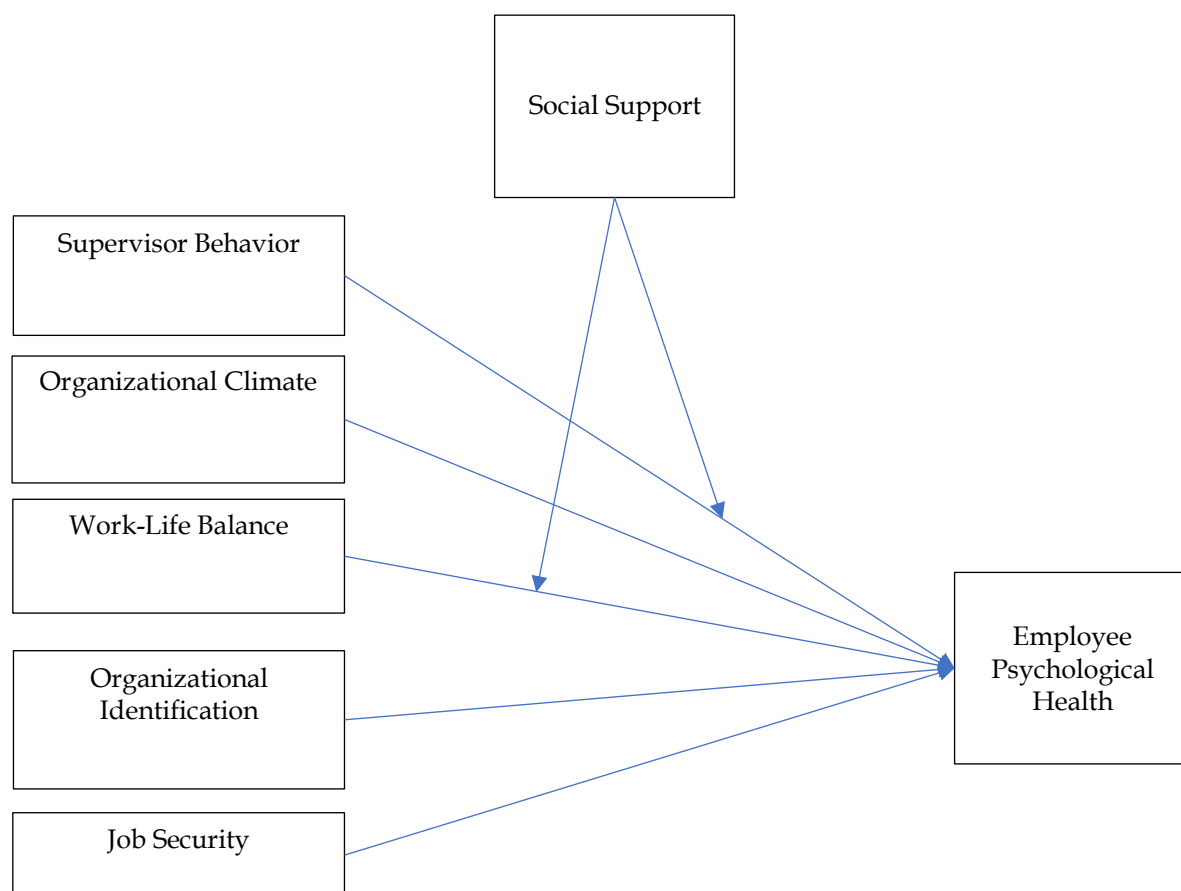

Figure 1. Conceptual model of the Study

3. Methodology

3.1   Measurement Tools

The variables included in the research were assessed using pre-existing measurement questionnaires that had been previously validated. The measurement of supervisor behavior was conducted by modifying the instrument used in the research conducted by Gilbreath * and Benson (2004). The measurement of the organizational climate variable was conducted by using the instrument developed in the research conducted by Elo et al. (2008). The measurement of organizational identification was conducted by employing the instrument developed by Hameed et al. (2022) The measurement of the work-life balance variable was conducted by modifying the instrument developed by Kluczyk (2013). The measurement of job security was conducted by modifying the instrument developed by Kuhnert et al. (1989). The measurement of social support used in this study was based on the tool developed by Caplan et al. (1975). The variable pertaining to the psychological well-being of employees was derived from the research conducted by Hameed et al. (2022). The variables were assessed using a 5-point Likert scale. Table 1 below presents the measurement items/statements for each variable, along with their respective sources.

Table 1. Measurement Tools

Items	References
Supervisor Behavior "My supervisor is flexible about how I accomplish my objectives My supervisor makes me feel like part of something useful, significant, and valuable My supervisor shows appreciation for a job well done My supervisor steps in when employees need help or support My supervisor properly monitors and manages group dynamics My supervisor plans work to level out the load, reduce peaks and bottleneck My supervisor strikes the proper balance between productivity and employee well-being	(Gilbreath * & Benson, 2004)

| **Organizational Climate** | (Elo et al., 2008) |
| Everyone in my organization looks after his or her own best interest | |

Organizational Climate (Elo et al., 2008)

Everyone in my organization looks after his or her own best interest

Everyone in my organization is encouraging and supportive of new ideas

Everyone in my organization is prejudiced and clinging to old ways

Everyone in my organization is relaxed and friendly

Everyone in my organization is strained and quarrelsome

Organizational Identification (Hameed et al., 2022)

Working at my organization is important to the way that I think of myself as a person

When someone praises the accomplishments of my organization, it feels like a personal compliment to me.

When someone from outside criticizes my organization, it feels like a personal insult

The place I work says a lot about who I am as a person.

I think I am similar to the people who work at my organization

Work-Life Balance (Kluczyk, 2013)

The demands of my work interfere with my home and family life

The amount of time my job takes up makes it difficult to fulfil my family responsibilities

Things I want to do at home do not get done because of the demands my job puts on me

My job produces strain that makes it difficult to fulfil family duties

Due to work-related duties, I have to make changes to my plans for family activities

Job Security (Kuhnert et al., 1989)

This company really makes you feel wanted.

I have confidence in the honesty and fairness of management

I'm not sure how long my job will last.

I am afraid of losing my job

Management is planning to expand this company

Management is really trying to build this company and make it successful

I plan to retire from this company

I regard my position as a career rather than a job

Social Support (Caplan et al., 1975)

My immediate supervisor goes out of his way to do things to make my life easier.

Other people at work go out of their way to do things to make my life easier.

My spouse, friends, and relatives go out of their way to do things to make my life easier

It is easy to talk with my immediate supervisor

It is easy to talk with my immediate supervisor

It is easy to talk with other people at work

It is easy to talk with my spouse, friends, and relatives

I can rely on my immediate supervisor when things get tough at work

I can rely on other people at work when things get tough at work

I can rely on my spouse, friends, and relatives when things get tough at work

My immediate supervisor is willing to listen to my personal problems

Other people at work are willing to listen to my personal problems

My spouse, friends, and relatives are willing to listen to my personal problems

Employee's Psychological Wellbeing   (Hameed et al., 2022)

I have felt cheerful and in good spirits

I have felt calm and relaxed.

I have felt active and vigorous.

I woke up feeling fresh and rested.

My daily life has been filled with things that interest me".

3.2   Study Sample and Data Collection Method

The data used in this study was obtained from individuals employed within the tourism and hospitality sector of Saudi Arabia. Due to the unavailability of a population list, a convenience sampling technique was employed to gather data. The data was obtained via a self-administered survey that was disseminated among employees within the tourism and hospitality sector of Saudi Arabia. The data was obtained through the process of obtaining informed consent from the participants. A total of 234 questionnaires were used in the analysis.

3.3   Data Analysis Technique

4. Analysis

The data collected in this study was subjected to analysis using the Statistical Package for the Social Sciences (SPSS). The reliability tests were conducted utilizing Cronbach's alpha. The correlations were assessed using the Pearson's correlation test.

Moreover, the study's hypotheses were examined through the utilisation of simple linear regression analysis in the Statistical Package for the Social Sciences (SPSS). Finally, the concept of moderation was examined by employing model 1 within the Hayes Process Macro.

4.1   Descriptive Statistics

The descriptive statistics of the study variables are presented in Table 1. The table reveals that all variables exhibit reliability statistics surpassing the predetermined threshold, indicating their internal consistency and reliability. The table additionally presents correlation statistics for all variables examined in the study. It is evident that there is no presence of multicollinearity among the variables.

Table 1. Descriptive Statistics (Means, Standard Deviation, Reliability, correlations among study variables)

Variable	Mean	Std. Dev.	Reliability	1	2	3	4	5	6
Supervisor Behavior	3.27	1.99	0.87	1					
Organizational Climate	3.29	1.97	0.76	0.114	1				
Work-Life Balance	2.97	1.54	0.79	0.229	0.519	1			
Organizational Identification	3.44	1.88	0.81	0.334	0.617	0.527	1		
Job Security	3.60	2.01	0.84	0.440	0.711	0.444	0.437	1	
Social Support	2.99	2.27	0.72	0.615	0.340	0.513	0.721	0.619	1
Employee's Psychological Wellbeing	3.01	1.98	0.77	0.516	0.438	0.319	0.617	0.326	0.535

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

4.2   Hypothesis Testing

Table 2 below provides the regression analysis of all the independent variables with the dependent variable i.e., employees' psychological well-being. The regression analysis shows that adjusted R2 is 0.67 which means that all of the independent variables together explain 67% variance in the dependent variable. Further, the regression coefficient section shows that supervisor behavior is positively and significantly linked with employees' psychological well-being which supports H1 of the study. Organizational climate is positively and significantly related to employee's

psychological well-being which supports H2 of the study. Work-life balance is positively and significantly associated with employee's psychological well-being which supports H3 of the study. Organizational identification is positively and significantly associated with employee's psychological well-being which supports H4 of the study. Job security is positively and significantly associated with employee's psychological well-being which supports H5 of the study.

Table 2. Regression Analysis

Regression Statistics					
Multiple R			0.61		
R Square			0.48		
Adjusted R Square			0.67		
Standard Error			0.47		
Observations			234		
ANOVA					
	df	*SS*	*MS*	*F*	*Significance F*
Regression	47	64.21	9.37	54.37	5.9
Residual	53	19.01	0.37		
Total	100	83.22			
	Coefficients	*Standard Error*	*t Stat*	*P-value*	
Constant	0.014	0.15	2.34	0.012	
Supervisor Behavior (SB)	0.019	0.19	2.64	0.024	
Organizational Climate (OC)	0.022	0.24	3.01	0.031	
Work-Life Balance (WLB)	0.023	0.21	3.08	0.029	
Organizational Identification (OID)	0.034	0.17	2.81	0.037	
Job Security (JS)	0.037	0.18	2.66	0.040	
Social Support (SS)	0.029	0.24	2.91	0.041	

$P < 0.05$ (Hair et al., 2007), $t > 1.96$ (Hair et al., 2007)

4.3 Moderating Effect of Social Support

The following table presents the findings of the moderation analysis. The findings indicate that there is a positive and significant moderating effect of social support on the relationship between supervisor behavior and employee psychological wellbeing. This supports the sixth hypothesis of the study. Furthermore, it is worth

noting that social support plays a crucial role in moderating the association between work-life balance and the psychological wellbeing of employees. This finding provides support for Hypothesis 7 as proposed in the study.

Dependent Variable	R²	Variables	B	T	F	P
Employee's Psychological Wellbeing	0.34	Constant	3.01	9.67		0.01
		SB	0.21	1.24	18.54	0.02
		SS	0.07	1.97		0.04
		SB x SS	0.01	2.44		0.02
Employee's Psychological Wellbeing	0.19	Constant	2.57	21.81		0.04
		WLB	0.47	2.11	29.37	0.03
		SS	0.17	1.01		0.02
		WLB x SS	0.07	2.13		0.02

5. Discussion

The primary objective of this study was to examine the influence of individual and organizational factors on the psychological wellbeing of employees. In order to accomplish this goal, data was collected from a sample of 234 participants who were employed in the tourism and hospitality industry of Saudi Arabia. The data underwent analysis utilizing the Statistical Package for the Social Sciences (SPSS), which yielded findings indicating a significant impact of supervisor behavior on the psychological well-being of employees. This finding aligns with prior scholarly literature that indicates a positive correlation between the presence of a supportive supervisor who demonstrates concern for their employees and higher levels of mental well-being among said employees (Inceoglu et al., 2018; Lin et al., 2013; Peltokorpi & Ramaswami, 2021). Employee wellness programs are implemented by supervisors who demonstrate concern for their subordinates (Lin et al., 2013). The provision of attentive and thoughtful supervision by managers yields favorable consequences for employees, such as enhanced job satisfaction, increased engagement, and improved wellbeing (Wieneke et al., 2019). Hence, to safeguard the psychological well-being of employees, it is imperative for supervisors to exhibit considerate and compassionate conduct, as their

behavior significantly influences the mental well-being of their subordinates. It is imperative for organizations to ensure that supervisors do not engage in harmful or disruptive behaviors towards their subordinates. If employees report toxicity exhibited by their supervisor, it is imperative for the organization to implement appropriate measures to ensure the well-being of the employees and facilitate their optimal performance by minimizing stressors originating from their supervisors. Furthermore, the findings indicate that the organizational climate has a positive and significant impact on the psychological well-being of employees. This finding is consistent with previous research that has indicated a relationship between organizational climate and employee psychological health and well-being. Organizational climate refers to the collective perception and understanding of acceptable and encouraged behavior within an organization. It has been found to impact the psychological well-being of employees, both at an individual level and within teams (Loh et al., 2019; Schneider et al., 2011). An organizational climate that prioritizes and demonstrates concern for the well-being and health of employees ensures the absence of safety hazards and psychologically distressing conditions within the workplace. In this particular climate, employees are motivated to express their concerns regarding stressors and submit reports with the aim of eliminating them at the organizational level. Therefore, the presence of a conducive climate that fosters the psychological well-being of employees has advantageous implications for the holistic well-being of said employees. Additionally, the findings indicate a statistically significant and positive correlation between the maintenance of a healthy work-life balance and the psychological welfare of individuals employed in the study. This finding is highly rational and in line with a substantial body of previous research that has consistently demonstrated a positive correlation between the two variables. (Carlson et al., 2011; Gisler et al., 2018; Hoffmann-Burdzińska & Rutkowska, 2015; Kirby et al., 2023; Magee et al., 2012; Obrenovic et al., 2020; Zheng et al., 2015). Employees who have a greater degree of work-life balance experience a heightened sense of mental well-being. The concept of work-life balance entails an individual's ability to allocate time for familial, social, and personal pursuits in addition to their professional responsibilities. An individual is faced with the challenge of allocating their limited time among a multitude of activities and obligations. When an individual's

schedule is predominantly occupied by work, it can lead to a neglect of other obligations, resulting in mental strain and various adverse health consequences, including chronic stress, depression, anxiety, and burnout. Hence, achieving a harmonious equilibrium between professional obligations, personal commitments, and recreational activities contributes to the preservation of employees' psychological well-being. It is imperative for organizations to exercise caution in avoiding the imposition of excessive pressure and work demands on their employees, as such practices can have adverse effects on both the well-being of the employees and the long-term success of the organization. In addition to this, the study also presents findings that indicate a positive and statistically significant correlation between organizational identification and employee wellbeing. This discovery aligns with previous research that has reported comparable results (Avanzi et al., 2018; Bharadwaj et al., 2022; Brown & Leite, 2023; Hameed et al., 2022; Shagirbasha et al., 2023; Steffens & Haslam, 2017). When employees experience a sense of connection and belonging within the organization, they tend to experience reduced levels of work-related stress. This is because such feelings of connection and belonging provide them with a greater sense of fulfilment and purpose in working towards the achievement of organizational objectives. Individuals experience a sense of pride upon witnessing the success of the organization, resulting in a reduction of anxiety and stress associated with their work responsibilities. Consequently, they are able to fully immerse themselves in their tasks with a heightened level of engagement. Additionally, the research findings indicate a noteworthy and statistically significant correlation between job security and the psychological well-being of employees. This finding is consistent with previous studies (Daud, 2017; Kuhnert et al., 1989; Kundi et al., 2021; Turner & Lingard, 2016; Wilson et al., 2020a) and demonstrates logical coherence. The level of job satisfaction experienced by an individual is positively correlated with their mental well-being. During these challenging circumstances, experiencing job insecurity can be highly distressing, particularly for individuals who are already living in financially precarious situations. In such circumstances, the presence of job security affords individuals a sense of mental tranquilly by alleviating stress through the assurance of a consistent income stream that can adequately fulfil their financial requirements.

This research additionally presents findings that demonstrate a noteworthy and constructive moderating impact of social support on the association between supervisor behavior and employees' psychological well-being, as well as on the relationship between work-life balance and employees' psychological well-being. Previous research has indicated that there is a positive correlation between social support and the psychological well-being of employees (Harandi et al., 2017; Pahlevanzadeh & Jarollahi, 2011; Rajai et al., 2012; Shakeri Nia, 2012; Wilson et al., 2020b). This phenomenon can be attributed to the presence of a robust social network, wherein individuals receive assistance and emotional support during challenging circumstances, leading to a reduction in stress levels and subsequently enhancing their mental well-being. The existing body of literature has also presented empirical evidence supporting the notion that social support plays a moderating role. Specifically, it acts as a protective factor in the association between different stressors and the psychological well-being of employees (Bakker et al., 2003; Green et al., 2022; Guidetti et al., 2018; Ortiz-Calvo et al., 2022). The provision of social support by supervisors, peers, colleagues, friends, and family members plays a crucial role in assisting individuals in managing both work-related and personal stress. This support enables individuals to express their emotions, seek guidance, and depend on others for moral and practical assistance as required.

5.1 Theoretical Implications

The present investigation makes a significant contribution to the existing body of knowledge by presenting a comprehensive research model that encompasses personal and organizational factors that may influence an employee's psychological well-being. Furthermore, previous research has not adequately examined certain factors, including job security, organizational climate, and organizational identification, in relation to the psychological well-being of employees. This study, therefore, offers a significant contribution to the existing literature.

5.2 Practical Implications

The findings of the research yield several practical implications. It is imperative for organizations to ensure that supervisors do not engage in any harmful or disruptive behavior towards their subordinates. When employees report toxicity exhibited by their supervisor, it is imperative for the organization to implement appropriate measures to ensure the well-being of employees and enable them to perform optimally, free from any stressors imposed by their supervisors. It is imperative for organizations to establish an environment that prioritizes the physical and mental well-being of their employees. An organizational climate that prioritizes and demonstrates concern for the wellbeing and health of employees ensures the absence of safety hazards and psychologically distressing factors within the workplace. It is imperative for organizations to ensure that they refrain from imposing excessive pressure and work overload on their employees, as this can disrupt the delicate balance between work and personal life. Such disruptions can have detrimental effects on the well-being of employees, and consequently, on the overall performance and sustainability of the organization in the long term. Finally, it is imperative for organizations to ensure that their employees experience a sense of job security in order to mitigate any negative impact on their overall well-being arising from concerns regarding financial instability.

5.3 Limitations and Future Research Directions:

Every research study possesses certain limitations. The current study also possesses certain limitations. The present study adopts a quantitative approach, collecting data from the tourism and hospitality industry in Saudi Arabia. The study findings may have limited generalizability to other contexts.

Subsequent investigations have the potential to replicate the existing research framework within alternative contexts, thereby facilitating a comprehensive understanding. The measurement scales utilized to assess employees' psychological health were derived from a single source that employed a specific conceptual framework.

However, it is important to note that there exist multiple dimensions and diverse conceptual frameworks for evaluating psychological health. Subsequent investigations may employ various additional scales for examination. In addition to quantitative data, future research endeavors may incorporate qualitative data, enabling a more comprehensive analysis and affording participants the opportunity to express their perspectives openly.

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