

## Role of Human Capital Sustainability Leadership in Employee Wellbeing: A mediating role of Perceived Organizational Support

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### KEYWORDS

Human capital  
sustainability leadership  
Perceived organizational  
Support  
subjective well-being  
psychological well-being  
sustainable development  
Sustainable leadership

### ABSTRACT

The core objective of this study is to examine the part of Human capital sustainability leadership towards employee wellbeing. Moreover its secondary purpose is to investigate the impact of Ethical leadership, Sustainable leadership, Mindful Leadership and Servant Leadership on employee's subjective & psychological wellbeing in the presence of Perceived organizational support as mediator. The Quantitative method was used in this study using Stratified random sampling technique from 382 front line employees of all conventional banks operating in Lahore. For the purpose of data analysis IBM SPSS statistics 25 version is used. The results assert that all independent variables have positive impact on dependent constructs. Perceived Organizational Support (POS) is an immediate outcome of human capital sustainability leadership. POS gives rise to employee's subjective and psychological well-being. The aforesaid findings reveal that human capital sustainability leadership boosts both subjective and psychological well-being of employees only through POS. The research is conducted by examining the impact of four variables only; however there are some other important constructs that have a greater influence on subjective and psychological wellbeing of employees. The issue of generalizability exist due to considering private, conventional banks only and ignoring public and private Islamic banks. This study found that all four discussed independent constructs have a positive relationship with employee's psychological and subjective well-being. So managers/leaders/supervisors would be capable to know about either they are contributing towards attaining sustainable development goals by way of promoting employee's psychological and subjective well-being.

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## Introduction

Using Human Capital Sustainability leadership, Cognitive career theory and social exchange theory frameworks, this study proposes and tests a research model that investigates perceived organizational support as a mediator of the impact of human capital sustainability leadership on employee's subjective and psychological well-being. Due to uncertain global market conditions organizations have become vulnerable to adopt change constantly. (Asrar-ul-haq & Kuchinke, 2016).

Organizational dynamics shift leads to the change the concept of leadership. As a result, leadership has continued to be a subject of intense debate in academics, with the discussion of leadership in human resource management being particularly heated. (Maynard, 2017) Besides this, the old notion of sustainability leadership has not restricted the new concept of sustainability leadership (HCSL). It is possible to observe that it is positioned in a more comprehensive manner and interacts with other leadership facets. (Ur Rahman, 2020).

As the business operations are becoming more complex, organizations require having an effective participation from each level. In addition to other resources like, land, equity, plant and machinery human resource is also a substantial asset for an organization that plays a significant role for smooth working and help organization achieving its short as well as long term goals. Organizations can grow and build enterprises in an adaptive manner by putting an emphasis on their human capital and taking into account their development, wellness, and protection of the relationship between leaders and subordinates (Fabio & Di, 2018). Sustainability is a modern concept firstly used in 1974 by world council of churches. Western ecologists proposed this concept in response of doubts and objections raised by developing countries for numerous issues like poor environmental system and social scarcity and deprivation in major part of the world. Employees who have their leaders' generous social assistance as a resource can capitalize on it and subsequently experience high levels of well-being. (Daeho Kim, 2018).

Human capital sustainability leadership seeks to achieve more integration between different roles and the four characteristics of leadership, including ethical, sustainable, mindful, and servant leadership. By putting itself in the positive shift and including other contemporary leadership elements that are crucial for the growth and operation of human capital from a psychological, sustainable perspective, this new idea goes beyond the conventional definition of sustainable leadership.

In developing economies like Pakistan, Banking sector is inclined to continuous challenges including job stress, job dissatisfaction, lack of commitment among employees and high turnover. This sector has been developing slowly and triggering fierce competition. (Asrar-ul-haq & Kuchinke, 2016). In existing competitive and volatile banking environment, the managers identify that behaviours and attitude of front line bankers approach toward bank performance is much influential (Karatepe & Kim, 2018). Frontline bank employees serve as a critical link between the organization and its customers as they respond to customer requests, provide fair solution to their issues and provide suggestions to improve the services. In order to stay ahead in such a competitive environment, Banks need to manage their personnel forces effectively by using several concepts of leadership and by way of creating an environment where front line bank employees can enhance their expertise, feel peaceful and perceive that they are being supported by their organization (Albassami & Almeshal, 2016).

Banking industry is the fast growing among other industries of Pakistan (Asrar- ul-haq &

Kuchinke, 2016). Pakistani banking industry ranked as 2<sup>nd</sup> among other south Asian countries for its performance (Rehman & rauf, 2010). However, the need for constructive leadership has evolved as a result of long work hours, stress, and employees' lack of commitment, job unhappiness, and high turnover in banks. Leaders need to be able to inspire their teams to work harder to reach higher objectives. Additionally, the current leadership (managers) should adopt a leadership style that encourages subordinates to exert more effort and perform better.

### **Hypotheses of the Study**

H1: There is a significant relationship between Ethical leadership and Employee's subjective and psychological wellbeing.

H2: There is a significant relationship between Mindful leadership and Employee's subjective and psychological wellbeing.

H3: There is a significant relationship between Servant leadership and Employee's subjective and psychological wellbeing.

H4: There is a significant relationship between Sustainable leadership and Employee's subjective and psychological wellbeing.

H5: There is a significant relationship between Perceived Organizational Support and Employee wellbeing.

H6: Perceived organizational support mediates the relationship between independent variables and employee's subjective and psychological wellbeing.

In this study, a quantitative research methodology is applied. The study intends to find out connections between the previously mentioned leadership styles and employee's subjective and psychological wellbeing.

### **Review of Literature**

In literature it is manifest that leaders/ supervisors have major impact on their assistants. Leaders/ supervisors possess distinctive powers to implement justice within organizations as they hold legitimate powers, responsible for significant decisions, and have major controls over financial and non-financial resources. A leader's support for his subordinates is profoundly based on fair judgment with individuals stand-in as "naive moral philosophers, judging the actions of leaders against abstract criteria of fairness (Alexander, 1987); (Folger, 1989); (Tyler, 1995). The idea of interactional justice needs alignment of fair-mindedness with supervisory leadership (Bies, 1986) and considering the respect and dignity of employees within organizations. The service industry has direct impact on economic development and overall growth of national economy especially in developing countries like Pakistan the importance of leadership behaviour and style rises in service industry of such countries (Asrar-ul-haq & Kuchinke, 2016). Healthy organizations put emphasis on sustainability and wellbeing of its employees through right balance between particular conditions, and culture (Di Fabio, 2018). To encourage organizational sustainability in this situation, it is critical to take into account novel kinds of leadership. The notion of human capital sustainability leadership is deeply rooted in each of these viewpoints, defining them as different facets of the same idea. It goes beyond the current definition of sustainable leadership by integrating and recomposing the main sides to widen and improve the existing construct. The four styles of leadership contained in this framework ethical, sustainable, mindful, and servant leadership have typically been viewed and assessed individually in literature since they are diagonal dimensions with little to no variation in common. (Fabio & Di, 2018). Human Capital

Sustainability Leadership (HCSL) is viewed from a psychological and long-term perspective, becomes extremely important for the growth and effective operation of the human resource at organizations. (Fabio, Di 2018)

Enderle was the first to put forth the idea of ethical leadership in 1987, defining it as the incorporation of ethical principles into the decision-making process and the ethical components of management decision-making. The nexus of motivating, exciting, and visionary leader behaviours that comprise transformational and charismatic leadership includes a minor subset called the ethical dimension of leadership (Kanungo, 1996);(Bass, 1999) However, even this research on the ethical components of charismatic and transformational leadership has been mostly intellectual and has presented an appropriate viewpoint. The nexus of inspirational, energising, and visionary leader behaviours that constitute transformative and charismatic leadership includes a minor subset called the ethical dimension of leadership (Michael E. Brown a, 2005).

Ethical leadership aims to craft reliability and uniformity of actions with adopted values, promote fair and just procedures, encourage fair decisions , put in force ethical standards, empowering an organization's employees and showing concern for them (Gallagher & Tschudin, 2010), There are five elements of ethical leadership: people orientation, taking ethical action, setting ethical standards, expanding ethical awareness, and performing ethical decision making (Trevino, Brown & Hartman, 2003). Since the global financial crisis in the first decade of the twenty-first century, ethical leadership has come to be recognized as a type of organizational management that fosters employee wellbeing, responsible social behavior, and innovation (Duan S. L., 2018). It is obvious that workers who receive enough social assistance from their managers as a resource can profit from it and, as a result, experience high levels of wellbeing. (Yukl, Mahsud, Hassan, & Prussia, 2015); (Fabio & Peiró, 2018). Hence; Mindful leadership is a term that refers to pay attention to the present and identifying one's own emotional state and to keep that emotions and feelings under control even in stressful situation. It also refers to the awareness of a person's own presence and its impact on the other individuals and society (George, 2017). Brown and Ryan define mindfulness as an attribute of consciousness to strengthen well-being. They described the development of Mindful Attention Awareness Scale (MAAS). Empirical and logical studies demonstrate that MAAS is a unique scale of mindfulness relating various components of well-being. It further differentiates practitioners of mindfulness from others. Empirical study shows that self-awareness results in positive emotional behaviors. Cardaciotto et al devised a project to formulate two dimensional measure of mindfulness and assessed two essential elements, namely acceptance and awareness. They preferred two-component solutions and applied the factor analysis technique. Relationships with other constructs were substantially in line with expectations, and good internal consistency was demonstrated. The degrees of knowledge and acceptance between the nonclinical and clinical samples showed considerable differences, as expected. The lack of correlation between the awareness and acceptance subscales suggests that these two domains can be studied separately. (Cardaciott, Herbert , Forman , Moitra , & Farrow , 2008).

Various studies defined mindfulness as a state of cognizance, in which individuals react to actions and circumstances without being judged, and investigated that mindfulness/self-awareness helps in reducing exhaustion and promotes job satisfaction. They studied 219 employees and concluded that a negative correlation exists between mindfulness and emotional disturbances and a positive correlation between mindfulness and job satisfaction (Hülshager,

Alberts, Feinholdt, & Lang , 2012). Greater attention to others, better communication, less conflict, less emotional reaction, and more outward expression of emotions are all possible outcomes of mindfulness. (Colleagues, 2014). (Dane & Brummel , Examining workplace mindfulness and its relations to job performance and turnover intention, 2013) Investigated mindfulness from a perspective of workplace. They examined the hypothesis of workplace mindfulness i.e. to what extent people are mindful in working environment. They concluded that Workplace mindfulness is inversely correlated with intention to leave the company and favorably correlated with job performance. They discovered evidence to show a favourable association between workplace mindfulness and job happiness & performance after testing these claims in a dynamic service sector scenario. A payback of mindfulness in the areas of well-being and functioning has been acknowledged by various studies (al. & Atkins, 2015). A growing body of research has associated mindfulness to higher job satisfaction, higher performance lesser emotional exhaustion and lesser deviance at workplace (Dane E. &, 2014) For instance, mindfulness has been found to positively correlate with measures of employee well-being like good affect (L.giluk, 2009), physical and psychological health (Theresa M. Glomb, 2011), and job satisfaction (Ute R. Hülshager, 2013).

A method to leadership development known as "servant leadership" contends that before being led, leaders must first serve others. The term was introduced initially by Robert Greenleaf 1904-1990 in his influential work published in 1970. Servant leaders may also satisfy their followers' need for interpersonal connection by helping them to feel the gratitude and compassion by recognizing and relating to their particular circumstances and emotional issues. In the same way, servant leaders who prioritize their team members, give them opportunities for growth, and empower them can enhance employee wellbeing. (Wang, et al., 2022). The researcher has gravitated to the theory and employed it in different organizational settings. A key trait of servant leader is to put others interests ahead of one's own. According to Greenleaf a servant leader is primarily responsible to meet the need of others that should be the key motivation for leaders rather than self-interest (Greenleaf, 1977). Servant leadership theory is all about creating opportunities for the subordinates to grow within organizations (Luthans, 2003). Apart from other leadership styles that are concerned about organization's well-being a servant leadership is tangled with followers' well-being (Gregory Stone, 2004). Servant leaders are highly supported and appreciated by their employees who put themselves in the relationship of trust with their leaders ultimately it create an atmosphere where employees can give their very best for the interest of organizations (Greenleaf, 1977). They are motivated by need to serve rather than need for authorities (Luthans, 2003). Servant leadership is distinguished with other styles of leadership as it is a person oriented attitude toward followers that put emphasis to treat the followers with respect and care, also to make them aware that every individual deserves to be loved (Whetstone, 2002). A servant leader is credited for initiating a learning environment through appreciating, listening and empowering their people within organization where each person recognizes their value, realize their true potential, and increase their autonomy, personal growth and wellbeing (Greenleaf, 1977). Service is the core of servant leadership and is the most important function of servant leaders, is to place other's interests above their own. Servant supervisors serve these frontline subordinates by exploring their individual uniqueness (Robert C. Liden, 2008). It is relatively an emerging style of leadership that supports customer services in various sectors such as airline, hospitality and banking sector (Karatepe O. M., 2016). Servant

leaders mainly focus on their subordinate's interest rather than their own interest. They also encourage their followers to realize their full potential and allow them freedom to employ their skills and capacities (Van Dierendonck, 2014). Trust and empowerment are key components of servant leadership, and they provide followers a greater sense of autonomy, support, and hence increase their eudaemonic wellbeing (Richard M. Ryan, 2001).

Generally, Worker's wellbeing is understood by everyone however one can offer a precise definition for this term" (Lyubomirsky, 2005). The term employee wellbeing wrapped up by two core philosophical perceptions "hedonism" that is happiness oriented and define well-being as the subjective knowledge of happiness, the other perspective is "eudaimonism" that defines well-being as to realize the true potential of human resource and concludes well-being as the outcome of self-acceptance, self-actualization and personal achievements. Studies on wellbeing have accepted the weight of these two divergent but related paradigms. In literature subjective well-being approach has been proposed using hedonism perspective (Richard M. Ryan, 2001).

## **Theoretical Framework & RESEARCH METHODOLOGY**

### **Theoretical underpinnings**

In this contemporary period of leadership study, the emphasis of leadership scholars has evolved to a larger context that includes followers, peers, supervisors, work setting, and culture. (Avolio et al. 2009). Mostly Leadership theories acknowledge the complex process of leadership. Previous theories focus on transformational and charismatic leadership whereas emerging theories take into account followers, ethical behavior, servant leadership etc.

### **Leadership theories**

Literature of leadership identify seven theories which are Ethical leadership, transformational leadership, spiritual, authentic, empowering and self-sacrificing leadership Researchers defined a leadership style in which individual thought, logical stimulus and sympathetic behavior were the key factors for the development of followers (Kuhnert, 1978).

### **Social exchange theory**

Social Exchange theory (SET) provide base for the theoretical framework of research under study which states that interchange of compensation and rewards in a business is the basis of exchange relations (Settoon, 1996). SET is one of the most significant concepts of organizational behaviour rooted back in early 1920's (Cropanzano et al. 2005)

The concept of social exchange has also been discussed in different studies in literature for instance (Eisenberger, 2011); (Graen, 1995); (Li, 2014) Social Exchange is based on expectations of future rewards and behaviours of other party therefore, employees behaviour is positive towards conducive treatment of bosses (Blau, 1968).

### **Leadership theories:**

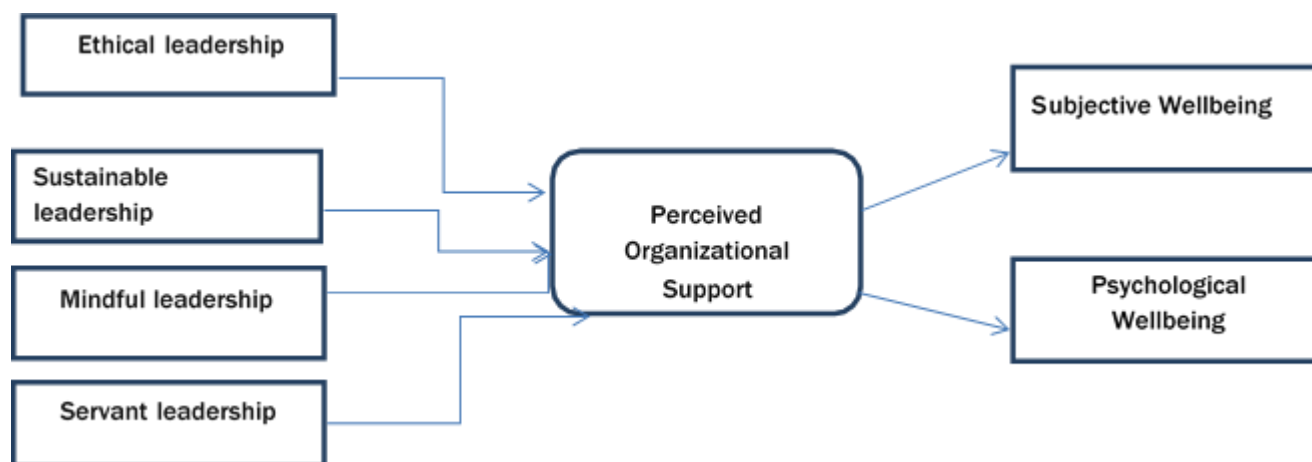
On the basis of discussed literature, the proposed theoretical framework is validated below.

**IVs**

**Human Capital sustainability leadership**

**DVs**

**Employee wellbeing**



The selection of research paradigm is a debatable topic and sometimes it creates segregation and dichotomy among all three paradigms which are quantitative, qualitative and mix method (Devine, 1999); each of them demonstrates its strong and weak points.

## RESEARCH METHODOLOGY

### Quantitative Research Method

The paradigm of quantitative research is embedded within traditions of positivistic as well as scientific through the implementation of statistical analysis; it's a deductive practice that is used towards the investigation of pre-specified model, concept, variables, also hypotheses that create a theory. This approach enables toward collect information from great number of members. The relationship between different independent and dependents variables are checked through statistical techniques and provides generalized findings on the whole population (Sarantakos, 2004). However, it does not cover the real and actual human behaviour and capture but just a perception or intention.

### Qualitative Research Method

The second one is; qualitative paradigm that consider as fixed in interpretative, naturalistic as well as communicative traditions, primarily inductive process to formulate theory or hypothesis. It looks into the understanding and interpretation real world within its natural way. It permits higher flexibility responding to participants and settings. However, the subjectivity caused by researcher impacts the research reliability, moreover, restrictions about findings' generalizability.

### Mix Method

The mixed methodology is used by combining both above paradigms, several studies have gathered both approaches; Finch and Mason (1993), Gregson and Lowe (1994). This approach has few drawbacks since it imitate on philosophical, theoretical and methodological levels (Hantrais, 2009).

The rational to use Quantitative method in this research is to cover the response of a large population, to quantify and generalize across the group of people to explain this specific research problem. It's a mean for checking objective theories, recognizes and isolates the particular constructs of the study to demonstrate causality and association between independent and dependent variables. This methodology helps to summarize enormous information sources and

make comparison across categories and time. All direct answers receive through research question then classifying features and further process to construct statistical models for results and analysis. It's easy to present and understand data through tables, charts and non-textual forms. In this study we will use Quantitative Research Method because it is deductive in nature and is suitable to test the theory.

## **The Study**

This study has an exploratory nature and questionnaire method was implemented.

## **Population**

This study will collect data from employees of banking sector of Pakistan. Our unit of analysis are Front line employees at private/conventional banks of Lahore.

## **Sampling Design and procedure**

The sampling design is an important factor in a research to receive appropriate response. Probability and non-probability are two major sampling types; the main difference is for randomization either to have or not that provides an equal opportunity of selection to all participants of the study. The stratified sampling that is a type of probability sampling is used in this study. This sampling refers as the population is divided into subgroups called strata and members are randomly selected from each group. The sample of this study consisted of full time front line bank employees (FBEs) including tellers' credit and sales staff customer care representatives in conventional banks operating within Lahore. A stratified random sampling of Probability Sampling technique is used for sample base through dividing the population into stratas that will be chosen randomly. Study participants have been approached by contacting banking organizations via email and visiting the banks. The population was the universities' management students in Pakistan, out of total 176 HEC recognized universities, all 76 private universities were listed down city wise. After that, all private universities were assigned total number of universities in each city; Dera Ismail Khan = 1, Faisalabad = 1; Gujranwala = 1; Hyderabad = 1; Islamabad = 6; Karachi = 31, Kohat = 1, Lahore = 20, Multan = 1, Nerian Sharif = 1, Nowshehra = 1, Peshawar = 6, Quetta = 1, Rawalpindi = 2, Swabi = 1 and Bhimber = 1. Three major cities; Lahore, Karachi and Islamabad were selected due to maximum number of universities and students as compare to other cities; subsequently, three universities, one from each city with higher number of students and offering business programs were chosen as a sample size. Three universities with total population were; University of Lahore: 19,892 students; Sindh Institute of Management & Technology, Karachi: 26,948 and Ripha International University, Islamabad; 7,379.

## **Sample Size**

Selecting a sample size is a critical and important decision to conduct a research study. We selected 1,000 students from three mentioned universities, around 333 from each and received 895 responses. (Pearson, 2008) according to most recent published sampling recommendations; Kline (1994) suggested sampling at least 100 subjects. Comrey and Lee (1992) given sample size measurement; 50 refer as very poor, 100 denote as poor, 200 consider as fair, 300 as good, 500 known as very good and 1,000 or above perceive as an excellent. (Cattell, 1978) recommended three to six subjects for each construct, Gorsuch (1983) recommended the allotment should be minimum five, in addition to both Everitt (1975) and Nunnally (1978) suggested sampling as a minimum ten times like various subjects as variables. (Scott, 2013) provided a formula to determine a sample size.



$$\begin{aligned} \text{Necessary Sample Size} &= (Z\text{-score})^2 * \text{StdDev}^2 * (1 - \text{margin of error})^2 \\ &= ((1.96)^2 * (.5)^2) / (.05)^2 \\ &= 384.16 \end{aligned}$$

This study requires 385 responses according to this formula. 0313 9482878

According to (Tabachnik & Fidell, 1996) 300 sample size for factor analysis considers as a good size as a rule of thumb. Furthermore, a general rule is also applicable  $N > 50 + 8X$  where N for sample size number and X for independent constructs. According to this 82 above sample size is sufficient for this study  $N > 50 + 8(5) = 82$ . A sample size above 130 is adequate for the analysis (Green, 1991). Hence, this study has a sample size of 1,000 that satisfied all recommended sample size for a research.

### Instrument validity and Reliability

To confirm the construct validity, factor analysis has been applied by using PCA procedure with varimax method. Data's internal consistency and reliability was measured and checked by Cronbach's alpha.

### Data Analysis

5 Points Likert scale have been used for construct measurement (1=SD to 5=SA). For the purpose of data analysis an IBM SPSS Statistics 20 version have been used to test the hypothesis through descriptive, Pearson's correlations and multiple regression techniques.

A three-page questionnaire featured 40 items was used to collect data, divided into two sections. One section collected the respondents' demographic information through 5 items; gender, age, academic level, specialization and family background, and second for variables of the study with 35 items; HR career, academic program, career management competencies, managerial skills and personality traits.

Five likert scale was used to measure the responses of the participants ranging from 1 (strongly disagree) to 5 (strongly agree). HR career is measured with 4 item through tool of (Teng, 2008), academic program was checked by 8 items (Seng, 2016). Career Management Competencies was measured by questions (Orpen, 1994) with 5 items. Managerial skills were determined with 8 items from the tool (Maimon, 1980), moreover, personality traits were evaluated through 10 items by the tool of (Gosling;2003). The questionnaires were handed in person or distributed by mail with a request to the respondents to respond within a specific time

**Table: 1 Demographic Profile**

<b>Respondents information</b>	<b>Frequencies</b>	<b>Percentage</b>
<b>gender (N=376)</b>		
Male	267	71%
Female	109	29%
<b>Age (N=303)</b>		

Less than 25	139	37%
25-30	162	43%
36 and Above	75	20%
<b>Qualification (N=303)</b>		
Graduation Masters	157	42%
Post-Graduation	170	45%
	049	13%

## Interpretation

The demographic profile of respondents is given in Table 1 shows that 267 (71%) males and 109 (29%) are females who shared their gender's information; however, 8 questionnaires out of 382 sample, found having missing data in different fields that have been discarded. Respondents less than 25 years are 139 (37%), the age of 25-30 are 162 (43%) respondents. there are 75 (20%) respondents who are 36 or above. Out of 895 respondents, 157 (42%) have bachelor as their current educational level and 170 (45%) fall under the category of Master, remaining 49 (13%) possess Post Graduation Degree including M.Phil/PhD.

**Table 2 Descriptive Statistics**

Factor	Items	N	Min	Max	Mean	Std. Dev
	Like to work in HR field.	888	1	5	3.44	1.011
	I can advance my career in HR.	890	1	5	3.43	1.052
	Recommend HR jobs.	888	1	5	3.49	.968
	Wrong decision to choose HR.	886	1	5	3.65	1.038
Academic	I choose this major because I want to.	892	1	5	3.50	.946
	It is challenging to be a member.	895	1	5	3.41	1.059
	Once I become a member of.	890	1	5	3.36	.930
	I was influenced by my academic.	891	1	5	3.41	.880
	The workloads from an introductory.	893	1	5	3.51	1.012
	My introductory course professor	888	1	5	3.29	1.259
	My performance in the introductory	890	1	2	3.43	1.052
	The current major curriculum	892	1	5	3.04	1.130
	Goals for my career over my lifetime.	893	1	5	3.39	.981
	When I think of changing my job.	891	1	5	3.16	1.158
	Achieving my career goals	888	1	5	3.29	1.259

## Role of Human Capital Sustainability Leadership in Employee Wellbeing...

Shumaila Bashir and Dr. Tariq Hussain

	In relation to my career goals	886	2	5	4.41	.853
	Achieving my career goals	888	1	5	3.05	1.244
	Ability to make decisions	892	1	5	3.04	1.130
	Ability to judge correctly	889	1	5	2.67	.881
	Ability to diagnose existing problems	891	1	5	2.83	.772
	Ability to establish contact	888	1	5	2.81	.873
	Ability to express oneself	885	1	5	3.70	1.038
	Ability to take initiative	895	1	5	2.61	.939
	Control and rule people	894	1	5	2.66	.797
	Solve professional problems	894	1	5	2.65	.808
	Extraverted, Enthusiastic	893	1	5	3.46	1.239
	Reserved, Quiet	895	2	5	4.04	.872
	Critical, Quarrelsome	893	1	5	4.03	1.281
	Agreeableness: Sympathetic, Warm	892	1	5	3.96	1.253
	Dependable, Self-disciplined	890	1	5	3.26	1.205
	Disorganized, Careless	885	1	5	3.28	1.103
	Anxious, Easily Upset	889	1	5	4.06	1.247
	Calm, Emotionally Stable	891	1	5	4.03	1.157
	Open to New Experiences, Complex	893	1	5	3.90	1.289
	Conventional, Uncreative	893	1	5	4.07	1.153
	Valid N (listwise)	766				

### Interpretation

This survey contains 47 items from 1 to 5 on five likert scale. The received results show that received minimum scores range from 1 to 2, maximum varies from 1 to 5, the values of mean are available from 2.61 to 4.41 as well as standard deviation ranges from 0.772 to 1.289.

**Table 3 Reliability of Measurement**

Constructs	Valid N	No. of items	Cronbach's Alpha
Ethical Leadership	376	4	.731
Sustainable Leadership	376	4	.791
Mindful Leadership	376	4	.795
Servant Leadership	376	4	.778
Perceived Organizational support	376	5	.749
Psychological Well-being	376	6	.752
Subjective Well-being	376	6	.686

### Interpretation

The reliability of questionnaire was measured through IBM SPSS Statistics 25. For accurate results and analysis, this is essential to ensure the reliability as well as data's validity (Nunnally, 1978). In this connection, first phase is to assess the Cronbach's Alpha to observe the

internal consistency furthermore measures' reliability. The results show that all the variables have high reliability as the values range from .749 to .795 except one variable Subjective well-being which has moderate reliability because the value of alpha is (.686). Ethical leadership's alpha value is (.731), Sustainable leadership's alpha value is (.791), Mindful Leadership's alpha value is (.795), Servant Leadership's alpha is (.778) Perceived organizational support's alpha is (.749) and psychological wellbeing's value of alpha is (.752).

### Empirical Findings:

**Table 4: Linear Regression**

	Dependent Variable Employees' Wellbeing				
Ethical leadership	$\beta$	0.036			
	t	0.840			
Sustainable leadership	$\beta$		0.235		
	t		4.884		
Mindful leadership	B			0.102	
	t			2.056	
Servant leadership	B				0.105
	t				16.593

### Interpretation

This table represents the effect of each construct on the dependent variable. A positive relationship exist between sustainable, Mindful, servant leadership and Employees wellbeing. All these variables are statistically significant and the t values are 4.884, 2.056 and 16.593 respectively. Only ethical leadership has no effect on employees' wellbeing.

In order to attain the sensitivity analysis, linear regression analysis is carried on both Subjective Wellbeing and Psychological Wellbeing of the employees. The findings are given in the tables below.

**Table 5: Linear Regression**

	Dependent Variable(Subjective Wellbeing)				
Ethical leadership	$\beta$	0.367			
	t	7.629			
Sustainable leadership	$\beta$		0.514		
	t		11.509		
Mindful leadership	$\beta$			0.433	
	t			9.301	
Servant leadership	$\beta$				0.364
	t				7.561

The aforementioned table shows the positive impact of all independent variables on subjective wellbeing of employees. The t values clearly states that all types of leadership

have positive impact on employees' wellbeing. The t values are 7.629, 11.509, 9.301 and 7.561 respectively.

For further analysis, all types of leaderships are being regressed on the Psychological Wellbeing of the employees. The results are given in the following table.

**Table: 6 Linear Regression**

	Dependent Variable(Psychological Wellbeing)				
Ethical leadership	$\beta$	0.320			
	t	6.525			
Sustainable leadership	$\beta$		0.473		
	t		10.372		
Mindful leadership	$\beta$			0.409	
	t			8.680	
Servant leadership	$\beta$				0.345
	t				7.099

The findings of the table elaborates the positive relationship among dependent and Independent variables. The t values are greater than 2 which shows that all these variables are significant. The values are 6.525, 10.372, 8.680 and 7.099 respectively.

## Conclusion and Policy Recommendations

This study aims to observe the role of Human capital sustainability leadership among employees' welfare. Furthermore this objective is also analyzed with the help of different types of leadership; Ethical, Sustainable, Mindful and Servant Leadership on employee's wellbeing in the presence of Perceived organizational support as mediator. The Quantitative approach is used applying Stratified random sampling technique from 382 front line employees of all conventional banks functioning in big city, Lahore. For this purpose of data analysis IBM SPSS statistics 25 version is applied. The empirical findings shows that all independent variables have positive impact on dependent constructs. Perceived Organizational Support (POS) is an immediate outcome of human capital sustainability leadership. POS gives rise to employee's subjective and psychological well-being.

The leadership types applied in this study have robust role on employees wellbeing. However, other types may be used to analyze the welfare of employees. This study utilized Banking sector for data collection and selected conventional private banks within Lahore. However such type of leadership is also considered affective in other service settings like hospitality, airline, telecommunication and chartered accountancy firms, and manufacturing industry (Lo, Ramayah, & Min, 2009)

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