Meaningful Leadership and Employees' Well-being: Process through Meaningful Work

Jamil Ahmad[1], Seerat Fatima[2]

[1] Ph.D. Scholar, Institute of Management Sciences, Bahauddin Zakariya University, Multan, Pakistan.
Email: jamil2007star@yahoo.com
[2] Assistant Professor, Institute of Management Sciences, Bahauddin Zakariya University, Multan, Pakistan.
Email: seeratfatima@bzu.edu.pk

ARTICLE INFO	ABSTRACT
	Based on the principle of intrinsic motivation of self-determination theory, the purpose of the present research was to unearth the effect of meaningful leadership on followers' positive emotional well-being indirectly through meaningful work. Followed 665 workers,who were recruited from varied organizations and surveyed 3 times over a period of one month. To test the current study's hypotheses, we checked whether meaningful work explained meaningful leadership's relationship with employees' positive emotional well-being in the form of intrinsic motivation. Structural equation modelling was applied in testing a mediational model in Mplus. The results suggested that the employees who perceive their leaders' behaviors as meaningful recognize their work more meaningful and ultimately have positive emotional well-being. Overall, the results of our study support and contribute to the positive organizational psychology literature. Specifically, the empirical evidences revealed that meaningful leadership contributes to the meaningful work of the followers, which in turn enhances their positive emotional well-being. Further, suggested measures for managers to improve the well-being of employees.

Corresponding Author's Email: seeratfatima@bzu.edu.pk

1. Introduction

Researchers in the field of management should create an impact by influencing managerial practices and policies with their research (George, 2016). Particularly, George draw the attention of management researchers towards the grand challenges like well-being and health, which may be harmed by the changes in the workplace and working environment, thus becoming a serious concern for policy-makers, researchers, and practitioners globally in achieving organizational goals(Grant et al., 2007). Organizational performance and goals achievement are contingent on the performance and well-being of employees, which can be decreased by increasing pressure (Salas-Vallina et al., 2021). Leaders being potential influencer play a vital role in organization and their behavior has significant effect on the workplace behavior, well-being, and performance of their employees (Avolio et al., 2009). Leadership researchers have ignored employees' physical and psychological health(Grant et al., 2007). Moreover, employees' well-being has been considered as an outcome or mediating variable in leadership-related research while checking its relationship with performance (Montano et al., 2016), however, its crucial role as the main outcome is overlooked.

Leadership studies have mostly considered job satisfaction as well-being (Inceoglu et al., 2018),which is a very narrow concept to capture employees' well-being as it is multidimensional in nature(Grant et al., 2007), covering psychological, physical, and social well-being. Accordingly, it cannot be inferred that leaders' behaviors have a similar relationship with all well-being dimensions, as Skakon et al. (2010) presented a review of leadership and employees' affective well-being and Montano et al. (2016) presented a review of leadership

and employees' mental health. Previously well-being has been conceptualized as subjective well-being, having affective (i.e. negative and positive emotional well-being) and cognitive (i.e. life satisfaction, anxiety, job satisfaction, and depression)(Diener & Lucas, 2000; Wood & Ogbonnaya, 2018); satisfaction, health and enthusiasm (Ogbonnaya & Messersmith, 2019); and physical and mental health, satisfaction and engagement (Hauff et al., 2020). From an outcome perspective, well-being can be assessed as broad as general health and as narrow as specific affects (Warr, 2012). Further, Snyder and Lopez (2002) argued that it is not confined only to ill health rather it also cover positive states. Similarly, Inceoglu et al. (2018) identified that research in leadership needs to consider well-being as a criterion variable, so the present study fill this gap by including these positive states, i.e. positive emotional well-being as an outcome of leadership.

According to Inceoglu et al. (2018), different types of leaders' behaviors may influence the particular type of employees' well-being. In the previous literature, change-oriented leadership behaviors were examined most frequently in the form of transformational leadership(Braun et al., 2013), followed by empowerment leadership (Amundsen & Martinsen, 2015), and few studies included passive leadership like ethical leadership (Brown et al., 2005), and authentic leadership (Neider & Schriesheim, 2011). There are several theoretical perspectives available to build upon when leaders' behaviors are under discussion, many of that have been discussed many times in published research and few are very scarce. Meaningful leadership being an emerging theoretical perspective is defined by Göçen (2021) as "an approach adopted by leaders that nurture heightened awareness of life goals among others in the organization, which in turn strengthens and satisfies their own sense of meaningfulness". Moreover, Inceoglu et al. (2018) suggested that researchers need to understand process through which leaders' behaviors affect the well-being of employees and Arnold et al. (2007) found that meaningful work mediates the relationship between transformational leadership and psychological well-being. Frémeaux and Pavageau (2020) theoretically signify that meaningful leadership gives meanings to leadership activities and influences meaningful work of employees. Meaningful work has potential to mediate between meaningful leadership and well-being. Accordingly, the present study aimed to explore empirically that how meaningful leadership contributes to the employees' meaningful work that further induced positive emotional well-being in employees.

Figure 1: Conceptual Model
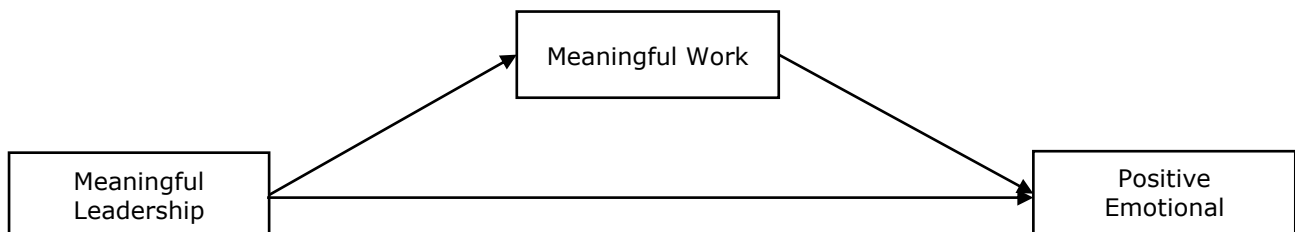
Therefore, our study contributes to the literature on well-being and leadership in number of ways. First, it responds to the researchers' call to bring an empirical test of meaningful leadership as it is only theoretically defined so far (Frémeaux & Pavageau, 2020; Göçen, 2021; Van Knippenberg, 2020). Second, Frémeaux and Pavageau (2020) theoretically define that meaningful leadership contributes to meaningful work of the employees and our research witnessed it by testing this relationship empirically. Third, prior researchers have primarily focused on well-being as job satisfaction, anxiety, and depression (Wood & Ogbonnaya, 2018); health, enthusiasm, and affective commitment (Ogbonnaya & Messersmith, 2019); and physical and mental health (Hauff et al., 2020), but very few studies work on psychological well-being like positive affect(Arnold, 2017), thereby ignoring its importance as it may be more short-lived resultantly amenable to the change in leaders' behavior. Further, Guest (2017)suggested that well-being needs to be considered seriously by taking it as an outcome, i.e. as an end goal and not as a means to a performance increase. Fourth, Inceoglu et al. (2018) suggested that researchers need to find the processes through which leadership behaviors influence the positive emotional well-being of employees, so our

study found meaningful work as the process through which meaningful leadership influences positive emotional well-being. Fifth, drawing upon Ryan and Deci's (2000) Self-Determination Theory, the study explained the meaningful leaders' behaviors to satisfying the needs of the employees through work design, i.e. providing meaningful work as a nutriment crucial for positive motivation or experience in the form of positive emotional well-being.

2. Meaningful Leadership

Various theoretical perspectives on leadership behaviors are available and being discussed in the literature fora long. Meaningful leadership is a new concept, according to which a meaningful leader serves the community and colleagues as a servant leader, understands persons and events as a wise leader, and shares meaning as a moral leader(Göçen, 2021). Despite challenges, he/ she acts fairly, has coherence and supports the principle as an ethical leader, and has purpose pursuit and acts consciously as a visionary and purpose-driven leader (Göçen, 2021). On the other hand, it is different from other leadership styles because of its main focus on calling and meaning, as it supports others to listen higher calling and receive meaningfulness to open the gate for ethics, wisdom, servant hood, peace, and unity in themselves as well as in their work (Göçen, 2021). Van Knippenberg (2020) introduced meaning-based leadership, which is "leader advocacy of an understanding of the organizational purpose and its meaningfulness in appeals to motivate members to contribute to the pursuit of that purpose". Similarly, Frémeaux and Pavageau (2020) found how a leader gives meaning to both leadership activities and the work activities of employees. Meaningful leadership by focusing on meaningfulness can contribute to the organization by enhancing self-realization in members and uniting them on a single purpose (Göçen, 2021).

Meaningful work is an extensively studied concept in management research, considered as a job characteristic valued by the members of organization (Grant, 2007), the deep need of human beings(Deci & Ryan, 2014), the outcome of calling (Word, 2012) or common good's component of an organization (Sison & Fontrodona, 2012). In contrast to paid work for achieving organizational goals, this approach of meaningful work proposes that work is more than just a way of earning or producing goods or services and symbolic and social dimensions of it is called intrinsic dimensions(de Hauw & de Vos, 2010). These intrinsic dimensions experienced at work by employees helped them to give meaning to their work. Leaders may help them to understand and foster the dynamics of experience work meaningfulness. Discussing meaningful work may become a reason to encourage leaders to stress on honesty, conscience, empathy, and attention, the same is the case for concealing management and organizational dysfunction (Frémeaux & Pavageau, 2020). Morin (2008) found that leadership practices may become a motivator to pursue meaningful work. According to self-determination theory (Ryan & Deci, 2000), intrinsic and extrinsic motivations are interconnected and have their own importance in achieving a certain goal. Similarly, meaningful leadership behaviors motivate employees by providing them meaningful work. Based on this it is hypothesized that:

Hypothesis 1: Meaningful leadership is positively related to meaningful work

2.1 Meaningful Work and Positive Emotional Well-being

Employees' well-being is defined as their feelings and a sense of satisfaction about the working conditions (Kahneman, 1999).Leadership research mostly considered employees well-being as job satisfaction which is a very narrow concept to measure employees' well-being(Inceoglu et al., 2018). According to Grant employees' well-being is multi-dimensional and can be measured broadly as general health and as narrowly as specific affects (Warr, 2012). The clarification regarding the concept of employees' well-being may measure through different axes, which include displeasure-pleasure, anxiety-comfort, and depression-enthusiasm. But affect is different from social, physical, and psychological well-being, and is consisted of two types of affects i.e. positive affect and negative effect, prior one is feelings of serenity, calmness and happiness, and former one is feelings of nervousness, distress and hostility (Elfenbein, 2007). According to Warner and Rasco(2014), positive affect is different from life satisfaction and negative effect, and also have different antecedents. Moreover, employees' well-being is influenced by a particular work context(Fisher,2010).

Meaningful work is a more positive and significant meaning held by an individual about work experience and has positive valence (Lysova et al., 2019). According to self-determination theory (Ryan & Deci, 2000) by satisfying the basic need for autonomy and task

variety in the form of meaningful work, organizations can foster the well-being of employees. So, by providing meaningful work organizations can make a positive impact on employees' well-being in the form of positive emotional well-being. Based on these arguments it is hypothesized that:

Hypothesis 2: Meaningful work is positively related to positive emotional well-being.

Leaders being key players in organizations have played a pivotal role in organizations and their behaviors have a significant impact on the work behavior, performance, and well-being of their employees (Avolio et al., 2009). Literature on leadership has ignored employees' physical and psychological health in the relationship with their performance (Grant et al., 2007). Moreover, employees' well-being has been considered as an outcome or mediating variable in leadership-related research while checking its relationship with performance (Montano et al., 2016), which means it has not been treated as the main outcome. According to Arnold(2017) leaders' behavior and employees' well-being related literature rarely considered mediational process through which this relationship was built. On one hand, meaningful leadership is deeply related to meaning and calling and gives meaning to leadership activities, and contributes to the meaningful work perception of employees (Frémeaux & Pavageau, 2020). On the other hand, employees' experience of meaningful work positively affect employees' well-being (Lysova et al., 2019). In line with Self-determination theory (Ryan & Deci, 2000) leaders satisfy employees' basic needs by providing them with meaningful work which motivates employees to display positive valence in the form of positive emotional well-being. So, on the basis of it, we hypothesized that:

Hypothesis 3: Meaningful work mediates the relationship between meaningful leadership and positive emotional well-being.

3. Method

3.1 Sample and Procedures
Data was collected through professional and alumni circles of authors in three waves. A total of 750 full/ part-time working employees were invited to participate in the data collection from varied organizations. Surveys' links were prepared in Google forms for all three waves and shared through the multipurpose messaging application WhatsApp. To match the surveys of the same respondents we assigned codes to identify respondents across waves. There was a two weeks gap between each wave. In phase 1 (T1), respondents participated in the survey to measure meaningful leadership and also provided demographics. In phase 2 (T2) respondents participated in a survey to measure meaningful work and in the last wave (T3) respondents participated in a survey to measure positive emotional well-being. Employees working full/ part-time in any organization in a permanent or temporary position, must be in contact with their boss/ supervisor or leader frequently. They must be of 18 years old, and have a Smartphone for receiving survey links.

Further, numerous procedures were used to control the quality of data (Desimone et al., 2015). First, Google forms were locked for a further response once all respondents respond to the survey to avoid duplication. Second, as we are asking about the leader's behavior toward employees we added a question from the participant (is he/ she working under any boss/ supervisor/ manager/ leader?), to filter our purposeful participants. Third, we eliminated low-effort responses by identifying them with the responses having 90% same response. From 750 initially invited participants, 30 responded to our data check question mentioned above as no regarding working under any supervisor or leader. We received 720 out of 750 valid responses received (96% retention rate). Of these, 32 were eliminated due to mismatched codes across waves and missing responses and reached 688 valid responses. In the last wave, 23 participants were eliminated due to mismatched codes across waves and missing responses, and reached to 665 valid responses

Therefore, we tested our hypotheses with a final sample of 665 participants: 584 (87.81%) were male and 42.23% of participants had at least graduate degree. The 438 (65.9%) participants' age falls under 30-40 years range and 246 (37%) have 5-10 years of

experience. The participants were working in different industries (e.g. finance, police, education, technology, and health) from Pakistan.

3.2 Measures

To avoid the common method variance effect on the variables' relationship we separated measures of each variable with two weeks' time lag (Podsakoff et al., 2012) and to gauge these variables in sequential manners as proposed in the causal model in figure 1. Meaningful leadership was measured at T1, meaningful work was measured at T2, and positive emotional well-being was measured at T3. All response scales for measures were on a 5-point Likert scale for all variables.

3.3 Meaningful Leadership

Employees were asked to rate their managers' behaviors on a response scale 1= never and 5 = always by using 22 items' scale of meaningful leadership developed by shifting the referent of the content of focal construct i.e. meaningful work initially developed by Lips-Wiersma et al.(2018) in accordance with the suggestions of Chan(1998). As we developed a scale using referent shift, so we validated the developed scale of meaningful leadership with a field sample of 665 respondents by asking followers to rate their leader/ supervisor/ boss' behavior on 22 items. The composite reliability of meaningful work was .95 which was very good. We carried out exploratory factor analysis (EFA) by using principal components factor analysis and varimax rotation. In the items elimination process, no item was found having individual factor loading below .50 and communalities below .30, so no item was deleted as per recommendation of Hair et al.(2009). The factor analysis concluded with a single factor which explained 52.11% of the total variance, as per recommended total variance explained between 50% to 60% in social science for factors to include (Hair et al., 2009).The Kaiser-Meyer Olkin (KMO) value of .95, whereas the chi-square value is significant for Bartlett's test ($\chi 2 = 10085.11$, *df = 231,* p< .000) and confirmed the appropriateness of factor analysis of the current data. We carried out confirmatory factor analysis (CFA) to further test its relationship by using Mplus (Version 7) and found support for our single factor; the results are given hereunder in Table 1.

3.4 Meaningful Work

Perceived meaningful work was measured using 3 items' scale developed by Allan et al. (2018) after adaptation, an example question is "My work has a satisfying purpose". Response options range from 1 (strongly disagree) to 5 (strongly agree), further construct reliability i.e. composite reliability was .74.

3.5 Positive Emotional Well-being

Positive emotional well-being was measured using 7 items' positive emotional well-being scale developed by (Şimşek, 2010) after adaptation, example question is "life gives me pleasure". Response options range from 1 (very slightly) to 5 (extremely), further construct reliability i.e. composite reliability .85.

3.6 Analysis

We used SEM in Mplus (Version 7) to estimate the present study's model of three-factor. The confirmatory factor analysis (CFA) was run to test the model fitness and we also run structural modeling to test the present research hypotheses.

4. Results

CFA was carried out to assess the measurement of our three-factor measurement model. Byrne (2013) recommended always building model estimation upon techniques of robust estimation like maximum likelihood (MLM) to remain on the safer side if non-normality is encountered. Based on this suggestion we compute a robust measure of chi-square, RMSEA, CFI, and TLI. A three-factor measurement model showed a good fit with the data (Chi-square = 1476.698, *p*<.000; *df*= 432; RMSEA = .060; CFI = .916; TLI = 0.904).

Several CFAs were carried out to study the measurement properties by using alternate measurement models. Model fit indices of all the conducted alternate measurement models are presented in Table 1 and the best data fit is presented by our proposed three-factor measurement model.

Table 1: Alternate Measurement Models

Model	S-B X²	Df	RMSEA <.07	SRMR <=.08	CFI >.90	TLI >0.90
Three-factor model	1476.698	432	.060	.038	.916	0.904
Two-factor model (Combined ML and MW)	1999.106	434	.074	.068	.874	0.856
One-factor model (Combined ML, MW, and PEWB)	3513.994	435	.103	.108	.753	0.718

Note. ML = meaningful leadership; MW = meaningful work; PEWB = positive emotional well-being; S-B X^2= SatorraBentlerX^2; df= degree of freedom; RMSEA = root mean square error of approximation; SRMR= standardized root means square residualCFI = comparative fit index; TLI = Tucker-Lewis index.

4.1 Convergent and Discriminant Validity

We confirmed the convergent validity in three different ways. First, all the observed items' standardized loadings on a relevant latent construct were statistically significant and the direction was as expected and had loading above 0.50 as shown in Table 2. Second, the composite reliability of all three constructs was above .70 as per recommendations of Fornell and Larcker(1981) as shown in Table 2. Finally, the average variance extracted (AVE) value of any one of all three latent variables could reach recommended value i.e. .50 (Fornell & Larcker, 1981), as in case of Baig et al. (2020). All three results provide evidence of convergent validity marginally. On the other hand, discriminant validity is checked in two ways. First, as shown in Table 3 all the ICC of three latent constructs were as per recommendation, i.e. below .70, and second, the square root of value of AVE for every variable was above its inter construct correlation with other variables (Fornell & Larcker, 1981). The results of our study are evidence of discriminant validity.

Table 2: Convergent Validity and Reliability of the Scale

Factor by Indicators	Standardized Path Loadings (STDYX)	P	AVE	CR
ML or X BY ML1ML2 ML3 ML4 ML5 ML6 ML7 ML8 ML9 ML10 ML11 ML12 ML13 ML14 ML15 ML16 ML17 ML18 ML19 ML20 ML21 ML22	0.625, 0.664, 0.776, 0.732, 0.748, 0.704, 0.735, 0.776, 0.781, 0.709, 0.558, 0.698, 0.634, 0.665, 0.782, 0.626, 0.745, 0.782, 0.773, 0.656, 0.541, 0.781	000	. 50	0.96
MW or **M** BY MW1 MW2 MW3	0.649, 0.786, 0.656	000	.49	0.74
PEWBor**Y** BY PA1 PA2 PA3 PA4 PA5 PA6 PA7	0.583, 0.686, 0.669, 0.703, 0.675, 0.743, 0.661	000	.46	0.85

Note. ML = meaningful leadership; MW = meaningful work; PEWB = positive emotional well-being

Table 3: Descriptive Statistics and Correlations

Latent Constructs	M	SD	1	2	3
1. Meaningful Leadership	3.56	.77	**.71**		
2. Meaningful Work	3.72	.70	.321 (.000)	**.70**	
3. Positive Affect	4.28	.69	.162 (.000)	.562 (.000)	**.68**

Note. N = 665, M = mean, SD = standard deviation, diagonal parenthesis contains square root of AVE

The estimated correlation among all latent constructs was given in Table 3. Meaningful leadership was related positively to meaningful work (r = .32, p = .000), and positive emotional well-being (r = .16, p = .000). Similarly, meaningful work was positively related to positive emotional well-being (r = .56, p = .000). Further, we conducted two tests to access the variance of the common method. Firstly, we used Harman's single-factor test by using exploratory factor analysis (EFA) on 32 items of all constructs (Podsakoff & Organ, 1986). The first factor only explained 37% of the average variance extracted. Secondly, we loaded all 32 items on a signal latent factor to conduct single-factor CFA and found a very poor fit with the data as presented in Table 1. Combined with these results threat of the common method bias is reduced to minimum (Simons & Peterson, 2000). This helped us to conclude that common method variance is not adversely affect data.

4.2 Hypothesis Testing

In hypothesis 1 we hypothesized that meaningful leadership is a positive and significant predictor of meaningful work, and we tested this hypothesis with simple SEM. Table 4 shows that meaningful leadership positively and significantly predicts meaningful work (b = 0.32, *SE* = .04, p = .000, 95% CI [0.020 0.389]). Hence, meaningful leadership enhances employees' perception of meaningful work, and the results supported our first hypothesis. In our hypothesis 2, we hypothesized that meaningful work has a positive and significant relationship with positive emotional well-being and we tested our second hypothesis with simple SEM. Table 4 presented results that are evident of that meaningful work positive relationship with positive emotional well-being which is also significant(b = 0.56, *SE* = .04, p = .000, 95% CI [0.501, 0.622]). Hence, increased meaningful work enhances the positive emotional well-being on employees and supports our second hypothesis.

In our third hypothesis, we predicted that meaningful work shall mediate between meaningful leadership and positive emotional well-being. The results provided in table 5 represent that meaningful leadership has an indirect effect on positive emotional well-being through meaningful work which is statistically significant as well (*indirect effect* = 0.16, *SE* = .03, p = .000, 95% CI [0.111 0.206]), supporting our hypothesis 3. The results were evident that high meaningful leadership behaviors contribute to employees' positive emotional well-being through their perception of work as more meaningful.

Table 4: Direct Effect

Predictor	Meaningful Work			Positive Emotional Well-being		
	b (SE)	*P*	95% Confidence Interval	*b (SE)*	*P*	95% Confidence Interval
Meaningful Leadership	0.321 (.04)	.000	[0.252, 0.389]			
Meaningful Leadership				0.162 (.04)	.000	[0.093, 0.231]
Meaningful Work				0.562 (.04)	.000	[0.501, 0.622]

Note. N = 665, b = standardized regression coefficient, SE = standard error.

Table 5: Indirect Effect

Predictor	Meaningful Work			Positive Emotional Well-being		
	b (SE)	*p*	95% Confidence Interval	*b (SE)*	*p*	95% Confidence Interval
Meaningful Leadership	0.264(.04)	.000	[0.199, 0.334]			
Meaningful Leadership				-0.018(.04)	.642	[-0.089, 0.042]
Meaningful Work				0.612(.08)	.000	[0.487, 0.749]
Indirect Effect Meaningful Leadership through Meaningful Work				0.162(.03)	.000	[0.111, 0.206]

Note. N = 665, b = unstandardized regression coefficient, SE = standard error.

5. Discussion

The purpose of the study was to offer a clear understanding that how meaningful leadership could make employees' perception of their work to be meaningful which further improves their positive emotional well-being. Meaningful work as an intrinsic motivation passes the effect of meaningful leadership to individuals' positive emotional well-being. The findings of the present research supported the notion that meaningful leadership enhances employees' perception of meaningful work, which further enhances positive emotional well-being of employees. Furthermore, meaningful work mediates the relationship between meaningful leadership and employees' positive emotional well-being.

According to Lysova et al. (2019), leadership plays important role in fostering meaningful work, but not all leadership styles are equally effective in creating and hence become the reason for positive outcomes in turn (Chen et al., 2018). On the other hand, meaningful leadership are the behaviors of the boss/supervisor which focus on the meaning or calling, inner motivation, and self-realization in employees (Göçen, 2021) and contribute to the meaningful work of the employees (Frémeaux & Pavageau, 2020). The results of the present study are in line with the above theoretical arguments that meaningful leadership behaviors positively contribute to the employees' meaningful work. So, the first contribution of the present study is to test meaningful leadership empirically by developing its scale by using referent shift in line with the suggestion of Chan (1998). Second contribution of the present study towards literature is that meaningful leadership has strong positive relationship with meaningful work. Third contribution of the study towards self-determination theory is that how meaningful leadership behaviors give motivation to employees in the shape of meaningful work.

Fourth, our study responds to the call in the literature to come up with a positive framework that contributes to psychological well-being due to the increased popularity of positive psychology and health psychology related to the occupation (Dagenais-Desmarais et al., 2011). We considered positive emotional well-being in the form of positive affect as an outcome variable of meaningful leadership through meaningful work to create a positive framework. The fifth, present study included positive emotional well-being only in line with the suggestion of (Simsek, 2011)as most of the studies include affective evaluation just as emotions and not an affective evaluation of life in the form of emotions. Last, we explored the process through which meaningful leadership behaviors influence positive emotional well-being in line with the suggestion of Inceoglu et al. (2018), so our study found meaningful work as the process through which meaningful leadership influences positive emotional well-being. Particularly, leaders' meaningful behaviors provide meaningful work to employees which lead to a positive emotional well-being in employees.

Finally, the motivation behind the current study was to use meaningful leadership behaviors of managers to motivate employees by providing meaningful work to help them maintain positive emotional well-being. It provides an understanding of the motivation behind the employees' positive emotional well-being and guides managers to understand how to shape the workplace environment to make it meaningful. Likewise, employees' perception of meaningful work assists in increasing positive emotional well-being. Employees working under meaningful leaders and perceiving their behavior as meaningful may contribute to their perception of meaningful work and hence they feel more positive affect in the end. The useful effects of meaningful leadership may be gained through intrinsic motivation, so increased meaningful work can be used as an intrinsic motivation for employees and become a useful tool for managers to enhance positive emotional well-being in employees.

6. Conclusion

The overarching goal of the present study was to use meaningful leadership behaviors in enhancing positive emotional well-being in employees by motivating them through the provision of meaningful leadership. Following the goal, the finding of the study is that meaningful leadership enhances positive emotional well-being in employees through meaningful work. Meaningful leaders on the other hand are purposeful, internally motivated, and focused on meaning through which they contribute to the meaningful work of employees and ultimately lead to positive emotional well-being in employees. In this way, results provide empirical evidence which supports central tenant of meaningful leadership theory that it contributes to the meaningful work of the follower and transform into positive emotional well-being. It also provides future directions to compare motivators for blue-collar and white-collar employees, and to manipulate leaders' behaviors or use experience sampling for checking the effect on emotions.

Despite the enormous contributions of the undergone study i.e. theoretically and practically, it also has a few limitations to be addressed by researchers in the future. First, we collected data from a single source which may become a reason for bias although we separated measures with a time lag to control for social desirability and also applied the statistical test for discriminant validity. In future researchers could include multiple sources or

manipulate leaders' behaviors. Secondly, the results may not be generalized because the majority of the participants are graduate. So in the future researcher could include blue-collar employees and compare the results with white-collar employees, there is the possibility that they may have different motivators. Third, we take the positive emotional well-being of employees as an outcome variable which may vary frequently as emotions are very temporal and we collected data of positive emotional well-being only once. In the future researchers could use experience sampling to check how daily leaders' meaningful behaviors motivate employees to perceive their work as meaningful and further exhibit positive emotional well-being.

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