

# Impact of Empowering Leadership and Organizational Support on Employees' Performance and Commitment with their Healthcare Organization with Mediating Influence of Psychological Wellbeing

Ammara Amjad

MBA Scholar, IBHM. Dow University of Health Sciences.

Email: [ammarafaisal335@gmail.com](mailto:ammarafaisal335@gmail.com)

Fouzia Rehman

Student Counselor. Office of the Counseling, OJHA Dow University of Health Sciences.

Email: [fouzia.rehman@duhs.edu.pk](mailto:fouzia.rehman@duhs.edu.pk)

M. Arsalan Hashmi

Associate Prof. IBHM. Dow University of Health Sciences.

Email: [arsalan.hashmi@duhs.edu.pk](mailto:arsalan.hashmi@duhs.edu.pk)

Received on: 08-07-2024

Accepted on: 11-08-2024

## **Abstract**

Recognizing the critical nature of healthcare workers' dedication and performance, this explanatory study examines the effect of empowering leadership and organizational support on employee performance and commitment toward their healthcare organizations, where psychological wellbeing of employees play a mediator role. The study explores how organizational factors and leadership styles contribute to enhanced employee outcomes. Data was analyzed from a diverse sample (N=185) of healthcare professionals through survey. Five different research tools; empowering leadership, perceived organizational support, employee performance, employee psychological wellbeing, and organizational commitment questionnaire were adopted and developed on 5-point Likert Scale. Tools were merged together to conduct a survey and strong reliability was observed (Cronbach's Alpha, 0.883). Findings reveal that empowering leadership and organizational support significantly impact on employee performance and their commitment, whereas psychological wellbeing of employee played a crucial mediating role between the variables. Empowering leadership is strongly connected with increased job satisfaction whereas organizational support is linked to higher job satisfaction and reduced stress or burnout among healthcare professionals. Further, the study highlights the significance of psychological wellbeing in interpreting supportive leadership and organizational practices into better employee outcomes. Study recommended for investing in leadership development, prioritizing employees' wellbeing, enhance support systems, integrate wellbeing metrics into performance

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evaluations, and foster a culture of continuous improvement. These strategies can be helpful for any healthcare organization to improve employees' engagement and commitment toward their organization and enhance the quality of patient care, ultimately increase organizational performance. So, the study will be helpful in providing actionable guidance on employees' management within organization, especially helpful for policy makers and organizational leaders.

**Keywords;** Empowering Leadership, Organization Support, Employee Performance, Organizational Commitment, Psychological Wellbeing

## **Introduction**

For the success and efficiency of any healthcare organizations in this highly competitive environment of today, employees' performance and commitment are too critical. In this era of advanced technology, key drivers for the employees' positive performance and outcomes are empowering leadership and organizational support. Empowering leadership has been shown to enhance job-related satisfaction, motivation, and productivity within the organization by granting autonomy and fostering a supportive positive environment. On the other hand, organizational support significantly influences employees' commitment and better performance by providing material and emotional support. Furthermore, employee's psychological wellbeing is effected by the interaction of these factors including empowering leadership, organizational support, employees' performance, and their commitment. So, the current study aim was to examine the relationship between these factors and their impact on employees' performance and commitment toward their healthcare organization while psychological wellbeing played a mediating role.

Today, our healthcare industries are inherently demanding, requiring healthcare professionals to handle high stress, extra workload & duty hours, and emotionally challenging conditions. These types of stressors significantly affect the mental wellbeing and productivity of healthcare employees. Consequently, it is quite essential to adopt strategies that address these types of pressures in work environment and promote a positive and resilient workforce within healthcare organization. So, by implementing positive practices of empowering leadership and organizational support, the healthcare organizations can foster a better work environment where employees can show their positive progress and enhance their psychological wellbeing, that ultimately lead to reduce turnover rate and job-related satisfaction. This approach is essential for maintaining a dedicated healthcare workforce who shows high performance with support and contribute to improve patient care and organizational success.

## **Background of study**

Empowering leadership has been shown to positively affect employees' motivation, job-related satisfaction, and productivity that includes grant autonomy, delegate authority, and foster a healthy & supportive environment (Kim et al., 2018; Tau et al., 2018). In healthcare organizations where employees face complex problems on daily bases they need empowering leadership that foster a culture of trust, creativity, integrity, and continuous improvement for their better outcomes and performance (Gottlieb et al., 2021). Correspondingly, researchers Sukoco et al. (2022) highlighted that better organizational support help to increase job-related satisfaction, prevent burnout, and enhance loyalty among healthcare employees. So,

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this organizational support with empowering leadership significantly influence the perception and commitment of healthcare employees (Amjad et al., 2024; Estahbanati & Mahmoudi, 2016; Sajjad, 2008), that support include both material and emotional resources (Hussain et al., 2023; Dahleez et al., 2022; Tau et al., 2018).

Though, in this constantly challenging landscape of modern healthcare, healthcare employees faced many challenges such as patient demographic shift, regulatory changes, job-family stresses, and further advancement in technology. Despite all of these challenges, healthcare employees showed their dedication and efficacy in their role, they served as cornerstones for the success of their healthcare organization and provided superior care to patients (Hague et al., 2024; Shah et al., 2023). In this regard, organizational support and empowering leadership play a significant role to enhance performance and outcome of employees. A study conducted by Raghu and D Souza (2024) highlighted the significance of empowering leadership and their support in determining the performance of employees and their mental health within their healthcare organization. Similarly, Santana and Pérez-Rico (2023) found that strong and positive organizational support plays a crucial part in increasing job-related satisfaction among healthcare employees, develop stability, reduce burnout, and foster a sense of loyalty. Previous studies also highlights that supportive work environment by the leaders plays a significant role to enhance employees' performance and organizational overall progress (see also Anggita et al., 2024; Xu & Zhao, 2024; Monteiro & Joseph, 2023; Kim & Beehr, 2018; Chiang & Hsieh, 2012). But unsupportive environment leads to lower performance, high exhaustion rate (Umrani et al., 2024), and high rate of switching jobs (Alruwaili et al., 2024; Sajjad et al., 2013).

Furthermore, previous studies also highlighted that employees' motivation and job-related satisfaction are positively influenced by empowering leadership practices (Jung et al., 2020; Siddiqui et al., 2019; Kim & Beehr, 2018), which in turn led to positive outcome of employees' performance in healthcare settings (Pazetto et al., 2024). Research scholars Monteiro and Joseph (2023) examined organizational support, both material and emotional, impact on job-related satisfaction, their commitment toward their healthcare organization, and overall psychological wellbeing. Similarly, employees' perception regarding their workplace and overall job-related satisfaction was greatly influenced by their organizational support including both material and emotional support (Baird et al., 2019). Furthermore, scholars have highlighted that both emotional and material resources in terms of organizational support play a significant role in fostering a sense of belongingness, loyalty, honesty (Putra et al., 2024; Baykal, 2020) and ultimately protect healthcare professionals from workplace stressors (Monteiro & Joseph, 2023; Kaltiainen & Hakanen, 2022; Vyshalee & Sajjad, 2021). Moreover, Rahmawati (2024) and his team emphasized the importance of leaders who empower their employees through the promotion of autonomy, collaboration teamwork and partnership, and provide opportunities of professional growth. They further mentioned that this approach is very effective in improving resilience and reduce employee's burnout rate.

### **Statement of problem**

Performance and commitment of employees are crucial for any healthcare organizational success and the quality of patient care. Though, in hospital setups, healthcare employees (professionals) often face numerous challenges such as maximum workload, emotional

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demands, extra hours, and other stressors. Whereas organizational support and empowering leadership are recognized as vital factors in improving performance, outcomes, and commitment of employees toward their organization. Particularly considering the psychological wellbeing as a mediator whose role is still unclear. So, by considering this all this study aimed to explore the effect of empowering leadership and organizational support on the employees' performance and commitment toward their healthcare organization. However, psychological wellbeing of employees play a mediating role in this study to explore the direct and indirect effect of these factors on employee's wellbeing in work environment.

### **Significance**

The current study findings highlight the significant implications for healthcare stakeholders such as policy makers, leaders, or other managements across various healthcare domains. The study provides significant impact of supportive organizational climates and empowering leadership styles as pivotal for healthcare leaders and managers. By this, leaders can implement targeted strategies to improve work-related environment, boost employees' psychological wellbeing, and provide opportunities of professional growth that ultimately elevate patient care quality. Furthermore, the current study offers valuable insight into how empowering leadership and organizational support shape employees' performance and outcomes, by delving into mediating role of psychological wellbeing. Equipped with this understanding, tailored intervention can be developed by healthcare organizations to foster resilience and mental wellbeing among their healthcare employees. Additionally, this research findings contribute from a policy perspective especially in healthcare settings by providing insights for organizational governance and employee's management. Further stakeholders and policymakers can employ the findings of the current study to inform regulations and standards that not only highlight supportive organizational climate but also offer empowering leadership practices. Through this they can foster healthy employees' engagement, teamwork, commitment, retention, and good wellbeing in the healthcare organizations.

Though, in the previous studies there is no clear understanding of the specific mechanisms and interaction of these factors which create a research gap such as the interaction between empowering leadership, organizational support, employees' performance, their commitment towards their organization, and psychological wellbeing of employees. Where psychological wellbeing of employees plays a mediating role between all other factors. By addressing this gap, the current study explore the mediating effect of employees' psychological health and wellbeing who are working in healthcare organizations and deeply examine the interaction between other factors. So, the study is essential for advancing our understanding of dynamics of workplace in healthcare organizations and for providing clear guidance for future research and interventions efforts.

### **Scope**

The study aim was to inspect the connections that exist between empowering leadership, organizational support, employees' performance, and their commitment with mediating role of psychological wellbeing of employees in healthcare settings. The study utilized quantitative analysis to look into how employee's outcomes are directly impacted by

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empowering leadership and supportive organizations as well as how psychological wellbeing functions as arbitrator in this relationships. The study focused on healthcare professionals working in various roles and in different settings in healthcare organizations, aimed to provide insights applicable across different areas of the healthcare organizations. So, data on healthcare professionals' opinions of commitment, performance, psychological wellbeing, leadership, and organizational support was gathered through surveys. Notwithstanding its goal of offering insightful information about the healthcare industry, the study recognizes the complexity of organizational dynamics and individual variations among staff members. Consequently, the results will apply to comparable healthcare.

**Objectives**

1. To investigate the relation between empowering leadership, organizational support, organizational commitment, and employees' performance.
2. To assess the combine impact of empowering leadership, organizational support, and psychological wellbeing on employees' performance and commitment among healthcare professionals.
3. To inspect the mediating effect of psychological wellbeing of employees in the association among empowered leadership, perceived organizational supports, and employees' performance and their organizational commitment

**Conceptual Framework**

Figure 1 demonstrates the conceptual framework of the current study that describes the variables and relational directions.

**Figure 1**

*Conceptual Framework of the Study*



**Methodology**

In order to examine the connections between organizational support, empowering leadership, employees' performance, and commitment among healthcare professionals with

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mediating role of psychological wellbeing, this study used a quantitative approach to analyze the objectives. Research phases include gathering of research data, its analysis and interpreting the findings. This explanatory study is pure quantitative in nature by utilizing close-ended questionnaire. This type of study used to examine the relationship between variables and understand the underlying mechanisms that influence on the relationship between variables quantitatively (Das, 2016).

**Population and Study Sample**

Population of this study was all healthcare professionals includes doctors, nurses, pharmacists, dentists, technicians, and all allied health professionals. By the help of purposive sampling technique, different healthcare professionals employed by different healthcare organizations was chosen. However, the participants who have spent more than 6 months with the current employment in any healthcare organization were selected. There was no age limit and gender biasness for this study.

Table 1 reports the demographic characteristics of the participants. There were 98 female participants and male were 87. Majority of the participants were having the age range of 25 to 29 and 30 to 34 (31.4% each). Though the majority of participants (44.3%) were MBBS as profession, follow by from nursing profession (22.7%), and from dental (15.1%).

**Table 1**

*Descriptive Statistics of the Participants (N=185)*

		<b>N (%)</b>	<b>M</b>	<b>SD</b>
Gender	Male	87 (47%)	1.47	.500
	Female	98 (53%)		
Age	25-29	58 (31.4%)	3.27	1.167
	30-34	58 (31.4%)		
	35-39	40 (21.6%)		
	40-44	19 (10.3%)		
	45-49	10 (5.4%)		
Profession	MBBS	82 (44.3%)	2.30	1.495
	BDS	28 (15.1%)		
	BSN	42 (22.7%)		
	Pharm D	14 (7.6%)		
	Technicians	8 (4.3%)		
	DPT	11 (5.9%)		

**Research Instrument**

For this study, five different research tools were adopted from the internet source that are readily accessible for use. Including; Empowering Leadership (EL), Perceived Organizational Support (POS), Employees' Performance (EP), Employee Psychological Wellbeing (EPWB), and Organizational Commitment Questionnaire (OCQ). The detail of apiece instrument is given below. Each tool was developed on 5-point Likert Scale (strongly disagree to strongly

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agree). The table 2 shows the reliability according to this study for each and overall tool.

**Table 2**

*Reliability of the Tool*

	Items	Cronbach's Alpha	Reliability
Empowering Leadership (EL)	14	.687	
Perceived Organizational Support (POS)	12	.860	
Employees' Performance (EP)	9	.588	
Employee Psychological Wellbeing (PWB)	6	.755	
Organizational Commitment Questionnaire (OCQ)	15	.650	
Overall Tool	56		.883

**Data Collection & Analysis**

The data from the participants were collected through electronic media such as google form which was designed to measure the self-administered questionnaires. However, prior to data collection, participants was informed for the confidentiality and anonymity of their data. The collected data was administered and analyzed by using Statistical Package of Social Sciences (SPSS).

**Hypotheses Testing**

**Research Question 1: How do employees' performance, commitment, organizational support, and empowering leadership interact in healthcare organizations?**

**H<sub>1</sub>:** There is a significant relationship between empowering leadership, organizational support, employees' performance, and commitment.

**H<sub>0</sub>:** There is no significant relationship between empowering leadership, organizational support, employees' performance, and commitment.

The result indicates that there is a significant relationships between these variables (see table 3). A strong positive correlation was observed between empowering leadership and employees' performance (0.573) which was significant .001 level ( $p < .05$ ). Similarly, a moderate positive correlation found between empowering leadership and organizational commitment (0.315,  $p < .05$ ), suggest that the higher levels of empowering leadership are associated with greater organizational commitment. But with regards to the relationship between empowering leadership and organizational support, found a weak significant relationship (0.384) at .01 level. On the other hand, the correlation between organizational commitment with other variables found positively significant at  $p = .01$  level, such as with employees' performance (0.439), organizational support (0.574), and with empowering leadership (0.315). Though, employees' performance exhibits a moderate correlation with organizational support (0.379 at 0.01 level) implies that higher levels of employees' performances are associated with greater organizational support. Thus, the findings suggest that empowering leadership and employees' performances are closely related to each other and positively associated with their organizational commitment.

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**Table 3**

*Correlation Analysis*

		<b>EL</b>	<b>POS</b>	<b>EP</b>	<b>OCQ</b>
<b>EL</b>	Pearson Correlation	1			
	Sig. (2-tailed)				
<b>POS</b>	Pearson Correlation	.384**	1		
	Sig. (2-tailed)	.000			
<b>EP</b>	Pearson Correlation	.573**	.379**	1	
	Sig. (2-tailed)	.000	.000		
<b>OCQ</b>	Pearson Correlation	.315**	.574**	.439**	1
	Sig. (2-tailed)	.000	.000	.000	

**Research Question 2: How do psychological well-being, organizational support, and empowering leadership all work together to affect the commitment and performance of healthcare professionals?**

**H<sub>2</sub>:** there is a significant impact of empowering leadership, organizational support, and psychological well-being on employees' performance and commitment among healthcare professionals.

**H<sub>0</sub>:** there is no significant impact of empowering leadership, organizational support, and psychological well-being on employees' performance and commitment among healthcare professionals.

Table 4 reports the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis that provide the relationships between variables; empowering leadership, perceived organizational support, psychological well-being of employees, employees' performance, and employee commitment. The results indicate that empowering leadership is strongly enhance the employees' performance ( $\beta = 0.650, p < 0.001$ ) but it's not significantly impact organizational commitment ( $\beta = 0.004, p < 0.962$ ). Similarly, perceived organizational support positive affects organizational commitment ( $\beta = 0.178, p < 0.021$ ) but it's not significantly impact employees' performance ( $\beta = -0.176, p < 0.078$ ). On the other hand, employee's psychological wellbeing has a significant positive impact on employees' performance ( $\beta = 0.289, p < 0.016$ ) and organizational commitment ( $\beta = 0.611, p < 0.000$ ). The table further reports the reliability and validity of the constructs that meets the required reliability and validity criteria. However, the R-square observed for both dependent variables were significant; employees' performance (0.560) and organizational commitment (0.593).

**Table 4**

*PLS-SEM: Key Path Coefficients between Variables*

<b>Path</b>	<b>Path Coefficient</b>	<b>Sample M</b>	<b>SD</b>	<b>t-statistics</b>	<b>sig</b>	<b>Relationship</b>
EL -> EP	0.650	0.660	0.064	10.163	0.000	Strong +ve
EL -> OCQ	0.004	0.007	0.093	0.048	0.962	No sig. relation
EPWB -> EP	0.289	0.279	0.120	2.402	0.016	Moderate +ve
EPWB -> OCQ	0.611	0.605	0.084	7.294	0.000	Strong +ve
POS -> EP	-0.176	-0.174	0.100	1.766	0.078	Weak -ve, no sig.



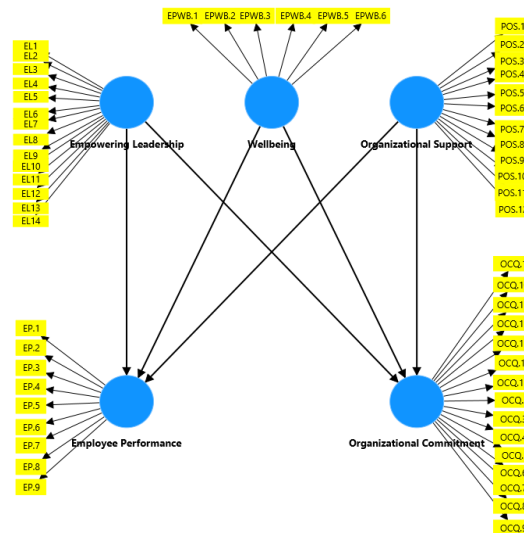
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POS -> OCQ	0.178	0.186	0.077	2.306	0.021	Moderate +ve
<i>Key Quality Criteria (R-square)</i>						
<b>Dependent Variable</b>		<b>R-square</b>		<b>Adjusted R-square</b>		<b>Significance</b>
EP		0.560		0.553		Significant
OC		0.593		0.586		Significant
<i>AVE and Composite Reliability</i>						
<b>Construct</b>		<b>Ave</b>		<b>Composite Reliability</b>		
EP		0.221		0.526		
EL		0.214		0.761		
OC		0.526		0.554		
POS		0.413		0.888		
EPWB		0.466		0		

Figure 2 illustrates the simplified diagram to visually represent the significant paths between variables and their coefficients.

**Figure 2**

*PLS-SEM Analysis between Variables*



**Research Question 3: How much does psychological health act as a mediator in the relationship between employees' performance in healthcare settings, empowering leadership, and organizational support?**

**H<sub>3</sub>:** There is a significant effect of organizational support and empowering leadership on employees' performance through the mediating role of psychological wellbeing.

**H<sub>0</sub>:** There is no significant effect of organizational support and empowering leadership on employees' performance through the mediating role of psychological wellbeing.

Table 5 reports the path coefficient between variables and shows that both empowering

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leadership and organizational support have significant direct effects on employees' psychological wellbeing. Similarly, employee leadership has a significant direct effect on employees' performance, whereas organizational support doesn't have a significant direct effect on employees' performance. Though, the findings indicates that employees' psychological wellbeing have an indirect effect on other variables such as both employees' leadership and organizational support significantly affect employees' performance through employees' psychological wellbeing, indicating its mediating role.

Furthermore, the total indirect effects are significant in between the variables, employees' leadership and organizational support on employees' performance through psychological wellbeing. So, the SRMS value 0.145 indicates an acceptable fit for the model which explains that there is 56.2% of the variance in employees' performance and 79.8% of the variance in psychological wellbeing that indicates a strong explanatory power.

**Table 5**

*PLS-SEM: Mediating Role of Psychological Wellbeing*

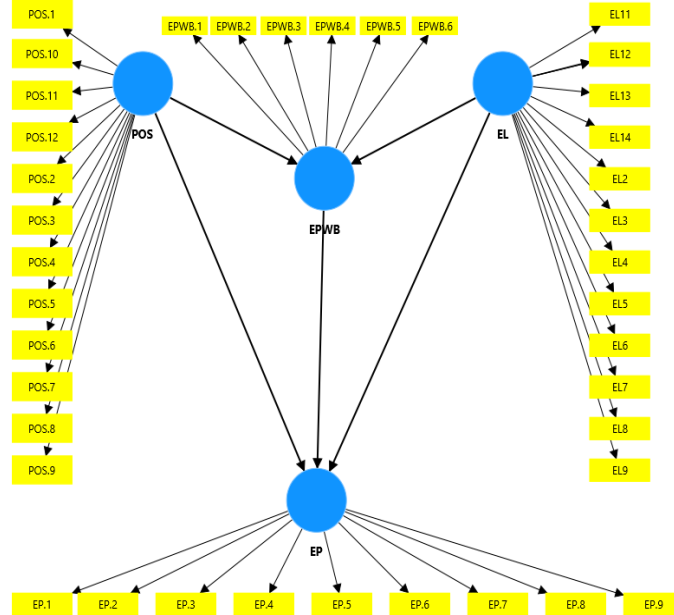
<i>Path</i>	<i>Original Sample</i>	<i>Sample M</i>	<i>SD</i>	<i>t-statistic</i>	<i>p-value</i>
EL -> EP	0.650	0.664	0.058	11.213	0.000
EL -> EPWB	0.229	0.236	0.035	6.575	0.000
EPWB -> EP	0.313	0.295	0.136	2.295	0.022
POS -> EP	-0.209	-0.202	0.114	1.832	0.067
POS -> EPWB	0.764	0.760	0.026	29.337	0.000
<b>Specific Indirect Effect</b>					
POS -> EPWB -> EP	0.239	0.224	0.103	2.317	0.021
EL -> EPWB -> EP	0.072	0.071	0.036	2.019	0.044
<b>Total Indirect Effects</b>					
EL -> EP	0.072	0.071	0.036	2.019	0.044
POS -> EP	0.239	0.224	0.103	2.317	0.021
<b>R-square Values</b>					
EP	0.562	0.579	0.047	12.029	0.000
EPWB	0.798	0.802	0.029	27.346	0.000
<b>Model Fit (SRMR)</b>					
	<i>Original Sample (O)</i>		<i>95%</i>	<i>99%</i>	
Saturated Model	0.145		n/a	n/a	
Estimated Model	0.145		n/a	n/a	

The results indicate that psychological wellbeing of employees significantly mediate the relationship between variables. Figure 3 illustrates the mediating role of psychological wellbeing in the relationship between employees' performance, empowering leadership, and organizational support.

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**Figure 3**

*The Mediating Role of Psychological Wellbeing in the Relationship between Employees' Performance, Empowering Leadership, and Organizational Support*



**Discussion**

The current study expands on previous findings, by illustrating the positive relationship between employees' performance, organization support, and empowering leadership. In particular corroborate past research by illustrating that employees are more likely to perform better and be more dedicated to their healthcare organizations, when they feel their supervisors empowering them, and have strong organizational support (see Alzadjali & Ahmad, 2024). This emphasizes the significance of empowering leadership and perceived organizational support practically shapes the attitudes behaviors of employees in high risk environment of health care sectors.

Study findings also highlight the mediating role of psychological wellbeing and found persuasive evidence suggesting that employee's psychological wellbeing play a significant role in converting empowering leadership and organizational support into enhanced commitment and performances of employee. This points out, how important it is for organizational management to consider employee mental and emotional wellbeing, especially in healthcare sectors, where burnout and stress most common problem.

Study suggested that empowering leadership has a positive impact on employee performances and outcomes, as evident by numerous studies (see also Hoang et al., 2024; Mohammed & Al-Abrow, 2024; Rehman et al., 2023; Bundhoo & Sajjad, 2021). Similarly, Kim and Beehr's (2018) showed that empowering leadership enhance psychological wellbeing of employees which in turn enhances job-related performance and organizational commitment. In the similar way, previous study also discovered that employees who experience empowered leadership are more likely to be satisfied with their jobs and have fewer plan to

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leave (Ausat et al., 2024; Ullah et al., 2023).

Meanwhile, the current study also supported by the previous studies that emphasized the significance of perceived organizational support with related to employees performance. They agreed that high levels of perceived organizational support are linked to improved performance, increased commitment and job-related satisfaction (see also Kuang et al., 2023; Atingabili et al., 2021; Saifullah & Sajjad, 2016). Additionally, Xu et al. (2024) revealed that organizational support plays a vital role in employee's productivity and wellbeing by serving a buffer against job-related stress.

In this dynamic, organizational support plays an equally important role. The findings of the current study indicate that when employees are appreciated and supported by their leaders they will get motivated with their organizational related goals, acknowledge their accomplishments, and make investments in their professional growth. Their confidence and job-related satisfaction are raised by organizational support which raises their level of engagement and commitment. Strong organizational support increases an employee sense of loyalty toward the company, which lowers turnover and promote a stable work force. On the other hand, employee's commitment and performance are directly impacted by the interaction of organizational support and empowering leadership. Employee who feel empowered and supported are more devoted to their company and show a strong desire to help it succeed. Employee that demonstrate this dedication perform better, going above and beyond.

### **Conclusion**

Healthcare organization can develop a resilient, engaged and high performing workforce capable of providing exceptional care and achieving sustainable organizational success in an increasingly complex and demanding healthcare landscape by paying attention to these suggestions and adopting a holistic approach to employee management that prioritizes empowering leadership, organizational support, and employee's wellbeing. Additionally, the study emphasizes the mutual benefits of these connections suggesting that employee outcomes, psychological health, organizational support, and empowering leadership interact in a dynamic and self-reinforcing way. Healthcare organizations can create a culture of empowerment, support, and wellbeing that foster a positive feedback where employee feel valued, inspired, and supported.

### **Recommendations**

Results from this study, the following recommendations were propose to assist healthcare organization in optimizing employee's commitment, productivity, and psychological wellbeing.

- *Invest in leadership development:* funding initiatives that assist managers and supervisors in cultivating, empowering leadership philosophies, ought to be given top attention by healthcare organization. Programs for developing leaders should place a strong emphasis on teaching soft skills like empathy, communication, and inclusivity in addition to technical knowledge. These are essential for motivating and enabling employees.
- *Enhance organizational support systems:* Healthcare organization must improve their support system to ensure that employees have access to resources. Guidance and assistance

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they need to be successful in their responsibilities. This could entail setting up mentoring scheme, establishing channels of communication, and providing opportunities for feedback and recognition. Employers who show a commitment to their employee's professional growth, their mental health can foster an environment of trust, cooperation, and engagement.

○ *Encourage the wellbeing of your employees:* results driven from the current study stated that the impact of psychological wellbeing on employees' performance and commitment is significant. So, the healthcare organization should prioritize initiative that promote employee's wellbeing at both individual and organizational level. To achieve this a few strategies include setting up flexible work schedules, providing counseling services, providing stress management classes and promoting work life balance. By giving employees wellbeing top priority organizations can lower the risk of burn out, boost job-related satisfaction, and built overall organization resilience.

○ *Combine wellbeing indicators with performance Metrics:* when evaluating employees' performance and organizational effectiveness, healthcare organization should consider psychological wellbeing measures in addition to traditional performance metrics. Realizing the intrinsic link between employee wellbeing and organizational outcomes, organization can better understand their work force dynamics and identify areas for development. The monitoring indicators such as job-related satisfaction, stress level and work life balance in addition to regular surveying staff members and incorporating health evaluation into performance reviews.

○ *Encourage a culture of continuous improvement:* healthcare companies should adopt a culture that values, encourages, and implements feedback from all levels of organization. By creating a climate in which staff members are encouraged to express their worries, offer suggestions, and participations. Organizations can stimulate innovation, productivity, and commitment by incorporating wisdom of their work force into decision-making processes.

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