

Linking Spiritual Leadership Style to Work from Anywhere: Mediation-Moderation Model

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Abstract

In the current study, we developed and tested a model that depicts the relationship between spiritual leadership style and work from anywhere quality. In addition, the study examines the mediation effect of employee well-being and the moderation effect of work and home strain in the relationship between spiritual leadership style and work from anywhere. We test our model using data collected from diverse industries and functional roles (top, middle, and lower) with a total number of 185 employees. Structural equation modeling through Smart-PLS was employed to test hypothesized relationships. Results revealed that spiritual leadership style is positively influenced work from anywhere. Furthermore, employee well-being was found to partially mediate this relationship; however, work strain moderates this relationship. These findings suggest that work from anywhere can be heightened through the spiritual leadership style. Remarkably, the findings clarify the value of employee well-being as well as the effect of work strain.

Keywords: Spiritual Leadership Style (SLS), Employees' Well-Being (EWB), Work From Anywhere (WFA), Work and Home Strain (WHS).

1. Introduction

The recent flare-up of the Coronavirus pandemic is predicted to affect the face of employment and jobs shape, implying a permanent shift toward work from anywhere (WFA) that necessitates changes in leading organizations as well as the policies and procedures (Dirani *et al.*, 2020; Kaul, Shah and El-Serag, 2020; Wilson, 2020; Haque, 2021). WFA is a new style of remote working in which employees can live and work from any location in the world. Moreover, However, the organizational changes in major traditional firms and new commercial prospects worldwide have resulted in more dispersed workplaces and personnel (Hinds and Kiesler, 2002). As a result, globalization and communication technologies accelerate change within firms (Bell and Kozlowski, 2002); companies make use of distant working (Lyons *et al.*, 2009). As a result, there is a pressing need to provide context for the rapidly shifting role of human resources (HR) in organizational development. Whereas WFA is non-monetary motivation constructed to provide employees with flexibility. In which employees now have more freedom in deciding where they want to reside (Choudhury, Foroughi and Larson, 2021).

In order to prevent workplace issues, scholars and practitioners advise businesses to offer flexible work schedules and WFA options (Golden, 2001). It has been argued that some types of distance work (e.g. telework) have beneficial results for EWB having various psychological job design features (Kossek, Lautsch and Eaton, 2009). When governments throughout the world instituted lockdowns due to the COVID-19 epidemic in the spring of 2020, most employees and leaders had never done remote work or managed distributed teams. The impact of WFA on employees, productivity, and well-being during a pandemic has increased the necessity to understand distance management and leadership to assist EWB and performance (Hesketh and Cooper, 2019). Whereas the concept of EWB could be defined as the case of optimal execution throughout one's life, taking into account physical, cognitive, and socio-emotional factors (Avey *et al.*, 2010), or the entire quality of an employee's work experience and performance (Warr, 1987). However, one of the deterrents that could affect EWB might be the place in which the employees perform their jobs in addition to the conditions surrounding this place, such as home strain that is based on relationships, responsibilities, and incidents that arise at home (Van Dyne, Jehn and Cummings, 2003).

The current investigation is built on the fact that different work conditions such as workplace, strain, and type of leadership have considerable effects on determining the trend of new ways to accomplish the required jobs (Berkman, 1971; Van Dyne, Jehn and Cummings, 2003; Avey *et al.*, 2010; Maggiori *et al.*, 2013; Hunsaker, 2021). Moreover, researches regarding the link between distance leadership and EWB are rare, in addition, an understanding of distance work such as WFA and EWB is altogether missing (Crawford, MacCalman and Jackson, 2011).

Consequently, a causal purpose of this research is to explore the validity of the impact of SLS on WFA and EWB in a developing country context such as Jordan.

2. Literature Review and Hypotheses Development

2.1 Spiritual leadership style (SLS) and work from anywhere (WFA)

Every area of human life is affected by technological revolutions and times of crisis; telecommuting is an example of this. There has never been a more critical time to understand the distinction between management and leadership. Planning, organizing, leading, and regulating resources to achieve organizational goals effectively and efficiently are some of the management definitions. Whereas leadership is the activity in which one exerts impact over others and stimulates, motivates, and guides their actions in order to assist the group or organization in attaining its goals (Jones and George, 2020). In other words, Leaders wield power not only because of their job title but also because of their knowledge and relational power (Van Wart, 2013).

WFA requires effective leadership enables employees to feel at ease in their off-site work environment. Leaders may instill a sense of belonging and integration into the broader business, which can result in increased career satisfaction and employee retention. Consider the possibility of recruiting, hiring, employing, training, and supervising an employee without ever seeing them (Gibson *et al.*, 2002). The accomplishment of these goals, therefore, contributes to the fulfillment of one's higher-order (spiritual) desires for self-esteem, relatedness, and progress. It is through this process that activities thought to be helpful in achieving goals gain value and become intrinsically satisfying (Fry, 2003). Moreover, the vital essence or animating power in a person's spirit is historically thought to be the intangible, life-affirming force in self and all human beings (Anderson, 2000). It is a condition of deep contact with one's inner self of higher ideals and morality, as well as knowledge of the truth about one's own inner character (Fairholm and Gronau, 2015).

Further, SLS, as opposed to traditional organizational, administrative, and leadership theories, is concerned with people's spiritual components at work (Fairholm and Gronau, 2015). SLS entails creating a work atmosphere in which people may fully express their abilities and functions, and which is founded on trust and humanistic ideals (Milliman, Czaplewski and Ferguson, 2003; Benefiel, 2005; Burkhart, Solari-Twadell and Haas, 2008; Fry and Cohen, 2009; Fairholm and Gronau, 2015; Smith, Minor and Brashen, 2018; Samul, 2020). Interestingly, by relying on the human resource theory and diversity of execution assessment theory, the management aspects could be divided into two classes: internal aspects and external aspects. The internal aspects entail of psychological factors, individual background, team aspects and ethical aspects. The external aspects consist of material incentives, spiritual incentives, communication tools, and leadership (He *et al.*, 2009). Consequently, our attention and focus in this study will be directed to one of the external aspects, that is, leadership style. More specifically, SLS provides employees with spiritual incentives (Chen and Li, 2013). However, management and leadership functions are combined when working away from the traditional offices, and leaders must control performance and implement solutions when needed, as well as create and maintain a team identity by establishing and sharing a vision, corporate values, and organizational goals in a trusting working environment. Furthermore, because teleworking reduces social and interpersonal distance, more democratic leadership styles should be applied in their access to information and willingness to maintain open communication (Darics, 2020).

Based on the above discussion, the researcher argues that

H1: Spiritual leadership style (SLS) have a significant positive impact on work from anywhere practice (WFA)

2.2 Spiritual leadership style (SLS) and employee well-being (EWB)

Employee well-being (EWB) is a psychological consequence that includes cognitive assessments of contentment as well as influential judgments of feelings (Kesebir and Diener, 2008). According to self-determination theory, the job can favorably impact employees' well-being by offering a root of optimistic social connections, a feeling of value and identity, an ideal amount of enjoyable stimulation (Diener *et al.*, 1999), as well as helping in fulfilling the employee's intrinsic needs (Deci and Ryan, 2013). Building positive personal relations with leaders and colleagues, as well as understanding one's function in the organization, are two specific examples (Yang and Fry, 2018; Hunsaker, 2019; Samul, 2020). Moreover, SLS is defined by intrinsic motivation, which includes selfless love, hope/faith, vision, and spiritual well-being (Fry, 2003). As a result, SLS can assist employees in developing suitable values, work-life stances, and intrinsically motivating behaviors, causing in increased well-being (Fry and Cohen, 2009). However, employee well-being is determined by the work settings, personality traits, and work-related resources such as administrative roles, job-related aspects, work relationships, organizational environment, and home/work edge (Danna and Griffin, 1999).

Furthermore, leadership behavior has been demonstrated to improve employee well-being (Offermann and Hellmann, 1996; Van Dierendonck *et al.*, 2004), in addition to other independent variables such as parental support and coworker support (Gilbreath, 2001; Gilbreath and Benson, 2004). Furthermore, trust, recognition, and mutual impact and feedback among leaders and subordinates have been verified to enhance employee well-being (Van Dierendonck *et al.*, 2004; Liu, Siu and Shi, 2010; Kelloway *et al.*, 2013; Inceoglu, Thomas, *et al.*, 2018; Samad, Muchiri and Shahid, 2021). Additionally, it has been found that LMX connections between leaders and subordinates were substantially related to the management of individuals' perceived psychological contract resources, which in turn influenced employee well-being (Hill *et al.*, 2016). While, up to date, the relationship between SL and EWB has not been investigated, research has shown that SL influences resources at employees' disposal, including employee well-being (Hunsaker, 2016, 2017).

Based on the above discussion, the researcher argues that

H2: Spiritual leadership style (SLS) has a significant positive impact on employee well-being (EWB)

2.3 Employee well-being (EWB) and Work from anywhere (WFA)

Remote e-working, as the term reflects WFA, may have opposite effects on knowledge EWB. In that, the nature of their work involves concentrating on individually-based activities, knowledge employees often benefit from working away from a traditional office atmosphere (Bentley and Yoong, 2000; Tan-Solano and Kleiner, 2001; Gajendran and Harrison, 2007; Charalampous *et al.*, 2019). It is not surprising, then, that research has shown that when employees are able to WFA, they are more content with their jobs, more devoted to their companies, and experience less stress related to day-to-day office duties and commuting (Kelliher and Anderson, 2010; Pedersen and Lewis, 2012). More clearly, autonomy, as an aspect of EWB was advocated as playing a significant impact in the job satisfaction levels of WFA employees. For example, occupational autonomy was linked to a reduction in strain due to a reduced felt violation of privacy (Suh and Lee, 2017).

More interestingly, there is considerable evidence for a beneficial association between remote e-working and job satisfaction. More specifically, WFA was found to be associated with pleasant emotions in individuals, boost job satisfaction and organizational commitment levels, and alleviate feelings of emotional weariness. Furthermore, remote employees were shown to be more autonomous as a result of this working arrangement in terms of professional well-being. Some complex data about social relationships in a remote e-working population were presented. For example, despite the fact that social isolation has been frequently identified as one of the major disadvantages of remote e-working (Bailey and Kurland, 2002). More specifically, the bulk of studies has deliberated EWB from different perspectives in which EWB has been investigated according to different conceptualizations. In that, some studies considered the affective dimensions of EWB (Mann, Varey and Button, 2000; Anderson, Kaplan and Vega, 2015), while others mentioned the social and professional facets of EWB (Vittersø *et al.*, 2003; Vander Elst *et al.*, 2017). However, autonomy was the dominant variable in previous studies that represents the professional and social facet of EWB (Charalampous *et al.*, 2019). Whereas Sardeshmukh, Sharma and Golden (2012) indicated that, in the light of WFA, while autonomy was expanded, social bonds were challenged. In the same line, it has been revealed that WFA was linked to more autonomy, and autonomy was linked to more shared activities. It was then proposed that employees who practice WFA can compensate for the decreased engagement by engaging in more communication and shared activities during times when they are actually at the offices (ten Brummelhuis, Haarb and van der Lippec, 2010).

Based on the above discussion, the researcher argues that

H3: Employee well-being (EWB) has a significant positive impact on work from anywhere (WFA)

2.4 The mediating role of employee well-being (EWB)

As mentioned earlier, EWB is becoming progressively crucial in organizations, predominantly as cases of stress-related disease at work continue to increase (Calnan *et al.*, 2001). However, the impact of the violation on work-related results can be illuminated via the Affective Events Theory (ATE) (Weiss and Cropanzano, 1996). A bad workplace experience, according to the AET, causes negative emotions that inhibit reasonable interpretation of circumstances. Bad job attitudes result from these negative emotions (Thoresen *et al.*, 2003). However, there were indirect connections through the facets of EWB between job stressors and intention to leave (Firth *et al.*, 2004). The balance of a person's physical, emotional, intellectual, and spiritual elements is critical to their well-being (Howard, 2008). In that, EWB does not exist in avoiding; the existence or absenteeism of environmental variables affects the way an individual behaves or responds to states, whether a

stress or coping reaction. According to research, there is a definite link between an individual's working environment and their experience of good health, both psychological and physical. That is, establishing a convenient and helpful working setting can consequently improve an individual's feeling of well-being (Holahan and Moos, 1990; Ganster and Rosen, 2013). Previous research suggests that supportive, solution-oriented leadership attitudes and a trusting healthy workplace climate are associated with healthy working circumstances and employees' confidence and pride in their job (Nilsson *et al.*, 2005; Dellve, Skagert and Vilhelmsson, 2007). Finally, several studies have proposed and hypothesized the EWB as a mediator in different settings and contexts (Mcguire and McLaren, 2009; Van Der Vaart, Linde and Cockeran, 2013; Hunsaker, 2021; Samad, Muchiri and Shahid, 2021).

Based on the above discussion, the researcher argues that

H4: Employee well-being (EWB) mediates the relationship between Spiritual leadership style (SLS) and work from anywhere (WFA)

2.5 The moderating effect of work and home strain (WHS)

Various types of strain, that a person endures during life, have been found to be moderated through social support from others, such as family, friends, leaders, and coworkers, (Cobb, 1976). Whereas psychosocial resources, such as social support from leaders and coworkers, operate as a coping mechanism in the workplace, negatively affecting perceived work pressures (Carlson and Perrewé, 1999). Following the work of Van Dyne, Jehn and Cummings (2003) proposed that home strain will amplify the work strain-performance relationship. As when excessive levels of home strain divert attention away from task-oriented concerns (Lazarus, Deese and Osler, 1952). Furthermore, Edwards and Rothbard (2000) hypothesized that the core links in their theoretical model linking family and work may be extended to incorporate influences that affect role performance across work and family domains. However, studying strain as a moderator is not an uncommon phenomenon in humanities and social sciences. In that, Payne and Fletcher (1983) revealed distinctly different models of connections between the variables for the high- and low-strain sets, comprising variances in the relationships among the instruments of work characteristics and work attitudes. In the same vein, it has been shown that as strain amplifies, the intensity of the correlation between insights into work characteristics and work attitudes reduces (Payne *et al.*, 1999). Further, found that the preventive influence of parental attachment is lower when adolescents report a high extent of strains (Liu, 2011).

Based on the above discussion, the researcher argues that

H5: work and home strain (WHS) moderates the relationship between Spiritual leadership style (SLS) and work from anywhere practice (WFA).

3. Methods and Procedures

3.1 Instrument and Population

Data. In the current study, was collected from diverse industries and functional roles (top, middle, and lower) with a total number of 185 employees. Emails have been sent to the top management and owners of targeted firms to explain the purpose of the study and to obtain permission to distribute the questionnaire to the employees. Approximately, 290 persons have agreed in participating in this investigation. Then the questionnaire was sent to the participants via email, however, only 185 valid questionnaires were returned. The questionnaire used in this study has two main sections: first, the participants' information such as age, education, gender, position, and tenure. Second, items regarding the study's variables are as follows:

Spiritual leadership style (SLS) was assessed by 13 items adopted from Fry (2008) with a five-point Likert scale, the composite reliability of the measure was 0.94.

Employee well-being (EWB) was assessed using 18 items developed by Zheng *et al.* (2015), with a five-point Likert scale, the composite reliability of the measure was 0.96.

Work from anywhere (WFA) quality was assessed using 10 items representing working outside the employer's premises, those items were developed by Morgeson and Humphrey (2006) and recently used and validated by Miglioretti *et al.*, (2021), the composite reliability of the measure was 0.87. In addition, 2 items were used to assess time management during WFA, those items were adopted from Miglioretti *et al.* (2021), and the composite reliability of the measure was 0.84. Finally, 4 items were used to assess work by objectives during WFA, also, those items adopted from Miglioretti *et al.* (2021), all items of the WFA variable were measured by a five-point Likert scale.

Work and home strain (WHS) following the work of (Payne *et al.*, 1999) this variable was assessed using 14 items developed by (Thomas and Ganster, 1995), with a five-point Likert scale, the composite reliability of the measure was 0.88.

The population targeted in this study was from different private industries and sectors, whereas, respondents were from the first line employees who used to work remotely during the Covid-19 pandemic. However, permissions for distributing the questionnaire were obtained from top management the owners of these firms. Yet, an internet survey was employed to reach the participants through their emails. A total number of 290 questionnaires were sent to the employees, who voluntarily participated in this study. However, only 211 were returned to the researchers and 185 questionnaires were valid to the analysis stage which gives approximately 64 percent response rate. Table 1 provides the descriptive statistics of the sample.

Table 1 Descriptive statistics of the sample

Variable	Category	Number	Percentage
Age	< 30	43	23.2%
	31-40	76	41.1%
	41-50	38	20.5%
	< 50	28	15.1%
Education	Diploma or below	26	14.1%
	Bachelor	112	60.5%
	Master degree	35	18.9%
	PhD	12	6.5%
Gender	Female	84	45.4%
	Male	101	54.6%
Tenure	≤ 5 years	54	29.2%
	6-10	44	23.8%
	11-15	59	31.9
	≥ 16	28	15.1%
Total of respondents		185	100%

4. Analysis and Results

Prior to the analysis stage, common method bias was examined by employing two tests. 1) The test of Harman single factors was performed and the results indicated that 36.4 percent of the variance was described by a single factor which is lower than the threshold of 50 percent (Podsakoff *et al.*, 2003). 2) Variance inflation factor (VIF), according to Hair *et al.*, (2019) the threshold of VIF should be lower than 3, whereas in our case the results of VIF are less than three. Table 2 represents the results of these two tests. Structural equation modeling (SEM) using Smart-PLS is used for the analysis in the current study. This choice is based on the fact that Smart-PLS is widely and extensively employed in social sciences research, particularly, in management research. However, Smart-PLS is also used due to the sample and model's features (Hair, Ringle and Sarstedt, 2011; Hair *et al.*, 2014, 2019), most crucially moderation and mediation (Schirmer *et al.*, 2018; Iqbal *et al.*, 2020). Additionally, covariance-based SEM via PLS-SEM is employed in the current study to predict the relationship of the dependent variable with latent variables. In which, a one-factor mark for each SEM composite for each observation (Chin, 1998; Hair, Ringle and Sarstedt, 2013; Sarstedt, Ringle and Hair, 2022).

composite reliability (CR), average variance extracted (AVE) of the variables, and reliability were all assessed through the measurement model. In which, reliability was measured using CR and Cronbach's alpha (CA); a convergent validity test was employed to obtain the value the of AVE; heterotrait –monotrait (HTMT) ratio was employed to test discriminant validity; the variance inflation factor test (VIF) employed to test the multicollinearity of the data (Henseler, Hubona and Ray, 2016). Table 3 represents the above-mentioned tests and criteria for each one. Moreover, the method of 5000 bootstraps in Smart-PLS software was used to assess the structural model. Also, the values of standardized root mean square (SRMR) were employed to scrutinize the fit Indices of the model. According to Henseler, Hubona and Ray (2016) the SRMR should be < 0.08. The results of the analysis show an acceptable level of fit Indices of the model with a value of 0.042 for SRMR. Furthermore, according to Chin (1998) the adequate determination coefficient values of R^2 must be >0.1 or zero, the structural model explained 51% variance in WFA explained by EWB and SLS and 61.3% variance in

EWB defined by SLS. In addition, the value of predictive relevance (Q^2) should be, also, $>$ zero. Accordingly, the results of the current study showed that the values of R^2 and Q^2 were both adequate and greater than 0.1, consequently, the model's predictive significance was attained (Falk and Miller, 1992). Further, Cohen (2013) suggested that the effect size (f^2) as: small (0.02), medium (0.15), and significant (0.35), and there is no effect if the f^2 value is less than 0.02. Accordingly, the results indicate a significant effect of (0.061). Table 4 shows the values of SRMR, Q^2 , R^2 , f^2 , and VIF.

Table 2 Heterotrait –monotrait (HTMT)

	SLS	WFA	EWB
WFA	0.512		
EWB	0.469	0.647	
WHS	0.326	0.703	0.744

The result revealed that SLS has a positive and significant effect on EWB as the values indicated ($\beta = 0.301$, $t = 11.421$, $p \leq 0.05$). whereas EWB positively and significantly influenced WFA practices as the values indicated ($\beta = 0.532$, $t = 12.511$, $p \leq 0.05$). Likewise, SLS has a direct positive and significant effect on WFA as the values indicated ($\beta = 0.514$, $t = 13.216$, $p \leq 0.05$). Moreover, the bootstrapping method was employed to identify any significant indirect effects. Consequently, the results of the current study have shown that the specific indirect effects of EWB between the relationships of SLS and WFA are positive and significant ($\beta = 0.201$, $t = 10.654$, $p \leq 0.05$) as represented in table 5. Besides, the critical feature of indirect relationship includes a third variable that acts as a mediating role in the relationship between the independent and the dependent variable (Baron and Kenny, 1986). However, it has been claimed that a variable plays a mediator (as in our case EWB), if the independent variable (as in our case SLS), significantly variates the mediator (EWB), then the independent variable (SLS) significantly accounts for variability in the dependent variable, (as in our case WFA), the mediator (EWB), significantly variates the dependent variable (WFA) when controlling for the independent variable (SLS). The effect of the independent variable (SLS) on the dependent variable (WFA) minimizes significantly when the mediator (EWB) is inserted concurrently with the independent variable (SLS) as a predictor of the independent variable (WFA) (Preacher and Hayes, 2008). Hence, the results of the current study show that direct effects SLS to WFA practices ($\beta = 0.514$, $t = 13.216$, $p \leq 0.05$) and EWB to WFA practices ($\beta = 0.532$, $t = 12.511$, $p \leq 0.05$). Moreover, in the case that both direct and indirect effects are significant, partial mediation is taken place. Nevertheless, if the direct effects are insignificant while the indirect effects are positive and significant full mediation is taken place (Nitzl, Roldan and Cepeda, 2016). The results of the current study show that full mediation has taken place. Moreover, the results show that WHS moderates the relationship between SLS and WFA, in that, when the level of WHS goes high the WFA practices go low.

Table 3 Measurement Model

Variable	Code	Loading	CA	CR	AVE
<i>Spiritual Leadership Style (SLS)</i>	SLS 1	0.921	0.94	0.95	0.612
	SLS 2	0.898			
	SLS 3	0.934			
	SLS 4	0.942			
	SLS 5	0.963			
	SLS 6	0.951			
	SLS 7	0.916			
	SLS 8	0.926			
	SLS 9	0.961			
	SLS 10	0.947			
	SLS 11	0.978			
	SLS 12	0.985			
	SLS 13	0.922			
<i>Employee Well-Being (EWB)</i>			0.96	0.97	0.704
	EWB 1	0.881			
	EWB 2	0.898			
	EWB 3	0.877			
	EWB 4	0.901			
	EWB 5	0.911			
	EWB 6	0.908			
	EWB 7	0.887			
	EWB 8	0.863			
	EWB 9	0.889			
	EWB 10	0.812			
	EWB 11	0.907			
	EWB 12	0.917			
	EWB 13	0.869			
	EWB 14	0.906			
	EWB 15	0.907			
	EWB 16	0.817			
	EWB 17	0.826			
	EWB 18	0.888			
<i>Work from Anywhere (WFA)</i>			0.87	0.88	0.811
	WFA 1	0.774			
	WFA 2	0.787			
	WFA 3	0.802			
	WFA 4	0.811			
	WFA 5	0.778			
	WFA 6	0.798			
	WFA 7	0.864			
	WFA 8	0.832			
	WFA 9	0.859			
	WFA 10	0.844			
	WFA 11	0.767			
	WFA 12	0.774			
	WFA 13	0.796			
	WFA 14	0.901			
	WFA 15	0.891			
	WFA 16	0.834			
<i>Home and Work Strain (HWS)</i>			0.88	0.89	0.678
	HWS 1	0.910			
	HWS 2	0.902			
	HWS 3	0.888			
	HWS 4	0.856			
	HWS 5	0.903			
	HWS 6	0.928			
	HWS 7	0.883			
	HWS 8	0.864			
	HWS 9	0.901			
	HWS 10	0.867			
	HWS 11	0.911			
	HWS 12	0.921			
	HWS 13	0.963			
	HWS 14	0.932			

Note: The criterion for factor loading is > 0.50 ; Cronbach's alpha and Composite reliability are ($CR \geq 0.70$), average variance extracted is ($AVE \geq 0.60$) (Hair, Ringle and Sarstedt, 2013).

Table 4 Structural model

Variable	R ²	Adj. R ²	VIF	Q ²	f ²	SRMR
WFA	0.510	0.510	1.706	0.502	0.061	0.042
EWB	0.613	0.613	1.812	0.551		

Table 5 results of hypotheses testing

Hypothesis	Direction	Beta	STDEV	t-value	Decision
	Direct effect				
H1	SLS → WFA	0.514	0.039	13.216	Supported
H2	SLS → EWB	0.301	0.026	11.421	Supported
H3	EWB → WFA	0.532	0.043	12.511	Supported
	Indirect effect/Mediation				
H4	SLS → EWB → WFA	0.201	0.019	10.654	Supported
	Indirect effect/Moderation				
H5	SLS*WHS → WFA	0.112	0.016	7.032	Supported

4. Conclusion and Discussion

The current study aims at investigating direct and indirect effects through a mediation-moderation model in the relationship between SLS and WFA practices. In which, EWB was proposed as a mediator and was WHS proposed as a moderator. The results of the analysis indicated that SLS was found to directly, positively, and significantly affect both EWB and WFA. Moreover, EWB was found to directly, positively, and significantly affect WFA. However, the results also indicated that EWB mediates the relationship between SLS and WFA practices. Besides, the relationship between SLS and WFA practices was found to be moderated by WHS. As a result, the hypotheses H1, H2, H3, H4, and H5 that reflect the proposed model were all supported.

The current study is an attempt to fill the gap in the literature that seeks developing models regarding the appropriate leadership style that could be beneficial in managing the WFA workforce (Kwon and Jeon, 2020). Our findings are consistent with the findings of previous literature. For example, in terms of the positive impact of SLS on EWB (Fry and Slocum, 2008; Hunsaker, 2019). However, our study, contrary to the work of Juchnowicz and Kinowska (2021) who proposed remote working affects EWB; they found that there is no significant association between remote working and EWB. While our model proposed EWB to affect WFA practices, based on the fact that (Baptiste, 2008) and as predicted we found that there is a positive and direct effect of EWB on WFA practices which gives significant originality to our study. In addition, the findings of the current study support the notion that EWB could be a mediator (Van Der Vaart, Linde and Cockeran, 2013). Furthermore, previous studies found that WHS moderates many relationships including the high- and low-strain sets, comprising variances in the relationships among the instruments of work characteristics and work attitudes (Payne and Fletcher, 1983); while, strain amplifies, the intensity of the correlation between insights of work characteristics and work attitudes reduces (Payne *et al.*, 1999). Besides, it has been shown that the preventive impact of parental attachment is lesser as adolescents record an elevated degree of strain (Liu, 2011). Our study is an attempt to expand the scope of SLS, EWB, and WFA practices through verifying that EWB is a facilitating instrument in clarifying the way leadership styles diminish pressure on employees which makes them perform their jobs from anywhere as they are in the physical office. Through enhancing the sense of well-being, the mediation results suggest that EWB assists employees in coping, efficiently, with technologies and usefully utilizing them in WFA practices (Huang *et al.*, 2016).

5. Implications and Limitations

The findings of the study gleaned numerous practical implications. In which, first, leadership styles and behaviors play a critical role in enhancing EWB, which in turn, reflects the struggles that employees face to effectively manage multiple roles in such a dynamic work environment. Such struggles could positively involve employees if complemented with helpful assets, for example, a greater feeling of well-being and supportive work culture including leadership (Bakker, Albrecht and Leiter, 2011). Second, strain in its two forms home and work plays a significant and critical role in hindering and affecting negatively performance (Payne and Fletcher, 1983; Payne *et al.*, 1999; Liu, 2011). This amplifies that top management and leaders should pay important attention to this issue in their attempts to cope with the status in the time circumstances force organizations to rely mainly on remote working practices to accomplish the work in an effective way (Carlson and Perrewé, 1999; Van Dyne, Jehn and Cummings, 2003; Ganster and Rosen, 2013).

As with any research work, our study has some limitations that could be directions for future research. First, the study is a cross-sectional design, therefore, as EWB was found to be a mediator in the relationship between SLS and WFA other means cannot be neglected in justifying this relationship. However, researchers may pay more attention to longitudinal studies in the future. Second, cultures' values are clear and influence this study based on the fact that the culture in the developing countries is certainly different from other countries (Hofstede, 2011). This implies that different contexts and types of countries should be included in empirical studies. Moreover, other styles of leadership may include in future investigations by using the model of this study, as different findings might be resulted based on different styles of leadership such as humble leadership that could be helpful in such conditions (Al Hawamdeh and AL-edenat, 2022).

6. References

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