

Examining relationship between Initiating Structure Leadership, Idiosyncratic Deals and Eudaimonic Wellbeing: A Moderated Mediation Model

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Abstract:

The purpose of this study is to investigate the relationship between initiating structure leadership and eudaimonic wellbeing through the intervening role of job engagement. This study further investigates the role of idiosyncratic deal as a moderator on job engagement and then eudaimonic wellbeing. In contrast to previous researches examining the impact of between initiating structure leadership on behavioral outcomes, our study examines moderated mediation mechanism of I-deals and job engagement to achieve eudaimonic wellbeing. Sample of 396 journalists was collected from print and electronic media of the public and private sector of Pakistan. Moderated and mediated regression analysis were applied to test the moderated mediated relationship. Results confirmed all hypotheses and the role of mediator; job engagement was validated between initiating leadership and eudaimonic wellbeing. Idiosyncratic deal also moderated and strengthens the relationship between initiating structure leadership and eudaimonic wellbeing. In general, the theoretical model provide robust result for the population under study.

Keywords: *Initiating Structure Leadership, Eudaimonic wellbeing, Job Engagement, Idiosyncratic deals, Public and private sector.*

1. Introduction

Wellbeing is among the key concern of researchers and practitioners due the ever increasing pace of the social life (Ryff, 2018; Vittersø, 2016). Individuals commonly follow the path of Hedonia – subjective pleasure rather than Eudemonia – objective pleasure. Eudaimonic wellbeing is defined as someone to feel fulfilled in life by knowing who they are? Why do they exist? Realize their goals and purpose in life by knowing their true nature. It explicates the quality of life derived from the development of a person's best potentials and their application in the fulfillment of personally expressive, self-concordant goals (Waterman, 1993). Eudaimonic wellbeing has shown strong relationship with physical health (Ryff, 2013) and life expectancy (Ruini & Ryff, 2016). It also stimulates prosocial behavior among individuals (Runyan et al., 2019). The beneficial outcomes as a result of wellness and happiness motivated various authors to know the causing and parsimonious factors leading towards eudemonia. Various organizational, job and personal related factors have been highlighted as an antecedents to eudemonia. For example, extent research provides evidence about lderly educated people as more contend feel psychologically satisfied (Keyes, Shmotkin, & Ryff, 2002; Laukka, 2007). In organizational life, if employees are free from task and role demand, may enjoy the spirit of eudemonia (Brunetto, Farr- Wharton, &

Shacklock, 2011). Organizational adversities such including discrimination (Ryff, Keyes, & Hughes, 2003) and injustices (Peiró, Ayala, & Tordera, 2015), may put them away from the realization of eudemonia and contentment. Leadership is among the key variables that helps to achieve potential and success in organizational life (Inceoglu, Thomas, Chu, Plans, & Gerbasi, 2018). Various leadership models have contributed to enjoy life satisfaction, happiness and wellbeing (Cassar & Buttigieg, 2013; Giolito & Van Dierendonck, 2015). Initiating structure leadership (hereafter ISL) has emerged a key leadership behavior that defines goals and associated paths, specify the roles of followers to accomplish goals as well as provide all types of support and resources (Robbin & Judge, 2013). ISL are formalized in nature to take work process in coherent and systemized way. Resultantly, enjoy followers motivation, persistence to achieve goals and sense of accomplishment (Mendez-Morse, 1992; Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). Studies have also shown their strong influence meeting deadlines and project success (Fisher & Edwards, 1988; Turner & Müller, 2005). In this study, we focus on the process by which initiating structure leadership influence eudaimonic wellbeing through employee job engagement. Despite the pervasive role of ISL in help organizations to obtain desired end, related research in social psychology and business management is sparse. By reviewing the extant literature it was assume that no study has yet examined the Initiating structure leadership behavior and eudaimonic well being. Thus the key purpose of the study is to address this gap.

In addition, the study follows the path approach to know the underlying mechanism bridging ISL with eudemonic wellbeing. ISL being goal oriented, put forward ambitious resolve with defined path which helps to engage employees towards goals. In nutshell, we assert the mediating role of job engagement between ISL and eudemonic wellbeing.

Answering the future call of Walumbwa, Hsu, Wu, Misati, and Christensen-Salem (2019), we examined the organizationally desirable outcomes of initiating structure leadership and the boundary conditions that may serve to promote employees' immersion with work. Studies have shown a strong influence of I-deals in coping with the deleterious situation (Kong, Ho, & Garg, 2020). Authors have further contended to evaluate the optimizing role of I-deals in strengthening the employee and organizationally desired outcomes (Kimwolo & Cheruiyot, 2019; Kong et al., 2020).

Employees job crafting and making special arrangement have shown healthy impact on the work involvement of employees (Rudolph, Katz, Lavigne, & Zacher, 2017). Despite theoretically sound evidences in facilitating employees with all necessary resources and work condition to boost morale persistently, yet the studies are in its infancy when task oriented leadership are incorporated in research models.

Our study strives to contribute to literature in different ways. Firstly, present research establishes the untapped relationship between initiating structure leadership with eudaimonic wellbeing. Despite long standing role of leadership in explaining wellbeing, no study could so far examine the role of initiating structure leadership towards eudaimonic wellbeing. Secondly, studies have shown inconclusive findings about the role of job engagement towards wellbeing or vice versa (Knight, Patterson, & Dawson, 2017; Kuykendall, Tay, & Ng, 2015). To counter the inconsistent findings, we framed the mediating role of job engagement based on the job-demand and resource model (Bakker & Demerouti, 2007). Thirdly, we incorporated I-Deals as boundary condition to examine the strength of relationship between ISL and eudaimonic wellbeing. Assuming that, Initiating structure leadership may have augmented effects on job engagement when employees managed to establish customized employment arrangements with leaders including flexi-work hours, special assignments, skill enhancement opportunities etc.

Lastly, we selected a context (Print and Electronic Media Houses) where employees' psychological wellbeing is of grave concern in contemporary environment (Ireland). Media in

Pakistan is facing various challenges including financial crunch, fierce competition, government regulations and public criticism. Employees are overburdened with work, limited career progression and extreme working conditions. All these factors make it difficult to consistently engage employees with their assigned roles and responsibilities. Leadership always play an important role to motivate employees with their vision and inspirational speeches. Hypothetically, our study contends the role of initiating structure leaders as imperative to consistently motivate employees towards work that would result into psychological wellbeing.

2. Literature Review

2.1 Initiating structure Leadership

The leadership studies have a significant place in Social and Management Science literature and a huge number of studies have been coxswained to explain the interaction of leaders and subordinates in many fields. Concept of initiating structure leadership was presented by a group of researchers at Ohio State University in the 1940s (Fleishman, 1953). Commencing with many dimensions and narrow to two behaviors, initiating and consideration. Before this, most of the studies regarding leadership identified the individual traits of effective leaders. Trait theories of leadership were the initial attempt of a systematic approach of covering leadership. Later on, these studies gave unsatisfactory result when no set of traits were found to explain effective leadership.

The Initiating structure behaviors are more into task and goals attainment as compare to consideration leadership behaviors. ISL design clear methods of doing work and establish communication channels between line and subordinates (Judge, Piccolo, & Ilies, 2004). Initiating Structure Leadership includes planning and scheduling of work, design SOPs, task assignment and focus on meeting deadlines (House, Filley, & Kerr, 1971). The initiating structure leadership makes an impact on employee's behaviors. The leaders who embrace initiating structure leadership style can easily endorse the feeling of organizational support from their subordinates. The sensation of assumed support is higher when a leader achieve professional respect from his subordinates (Gaudet & Tremblay, 2017). From a contemporary perspective, the initiating structure leadership impacts organizational commitment with a moderating impact of rank and seniority (Hong, Cho, Froese, & Shin, 2016). As these studies have mainly focused on gaining organizational support and putting an impact on employee's behaviors, similarly our study has also highlight the significance of employee wellbeing which definitely have noticeable impact on organizational performances and outcomes.

2.2 Job Engagement

Engaging employees at work is a major concern for leaders and managers in organizations. Job engagement is a dynamic component of an organization to maintain effectiveness, innovation & competitiveness in the organization and retain employee's behaviors and psychological wellbeing. Since the 1990s, the business and consultancy firms have drawn substantial awareness and have more recently started to attract extensive academic attention. Kahn (1990) describes personal work engagement as the binding agent for connecting organizational members to their work & roles. Job engagements are defined as an encouraging and optimistic, fulfilling, work-related state of mind which is classified as vigor, dedication and absorption (Schaufeli & Bakker, 2004; Schaufeli, Salanova, González-Romá, & Bakker, 2002). As per Kahn (1990); (Rich, Lepine, & Crawford, 2010) job engagement is an asset for a company where individuals' emotional, cognitive, and physical energies are required to perform. Greater job engagement level increases greater organizational productivity (Schaufeli et al., 2002). Job engagement has further three dimensions: Vigor,

Dedication, and Absorption (Kahn & Byosiore, 1992; Kahn, 1990; Schaufeli, Bakker, & Salanova, 2006).

Job engagement plays a role between job motivating characteristic & turnover intentions is very important (Agarwal & Gupta, 2018). Job Motivating features are the main resource of a job that encourages work engagement (Schaufeli & Bakker, 2004). Motivating job characteristics raise work engagement when employees feel a sense of fulfillment (Christian, Garza, & Slaughter, 2011; Schaufeli, Bakker, & Van Rhenen, 2009). The environment of Conflict Management is related to avoid mistreatment and safeguarding high levels of work engagement among employees (Einarsen, Skogstad, Rørvik, Lande, & Nielsen, 2018). Job engagement is influenced by Satisfaction level with organizational environment & management influences (Wen, Gu, & Wen, 2019). Job engagement helps to anticipate higher employee performance and better citizenship behaviors (Gaudet & Tremblay, 2017) as well as improve knowledge-sharing and innovative behavior at their workplace. Based on the result of previous studies, our study has directed employees toward intense involvement in routine job with realizing and discovering their potentials.

2.3 Eudaimonic wellbeing

Work can bring pleasure, joy, and fulfillment in someone's life but on the other hand, it may bring disturbance and frustrations. This is because of how work impacts our life, this impact could be positive or negative. When Positive experience brings happiness, pleasure comfort and removes the distress it leads towards hedonic wellbeing. Positive experiences bring growth, meaning authenticity and excellence in life it is known as eudaimonic well-being. Well-being is a complicated, immaterial, multi-faceted & sociological fact (Rahmani, Gnoth, & Mather, 2018). Wellbeing is a complicated concept that involves in best experience and functioning. The eudaimonic approach focuses on meaning and self-realization. It is known as the extent to which an individual is thoroughly stimulated (Ryan & Deci, 2001).

Aristotle was a Greek philosopher who gave the concept of Eudaimonia, it is derived from Eu Daimon - the true nature. He focused and unveil that true happiness is lies behind realizing human's true potential and living virtuous life with worth doing. Eudaimonic Well-Being (EWB) refers to the quality of life which can be acquired by polishing a person's best potentials and applying these potential to fulfill their needs like personally expressive, self-concordant goals (Waterman, Schwartz, & Conti, 2008; Waterman et al., 2010). Concept eudaimonia first appeared in global theories of personality which includes Maslow and Harney work on the real self and self-actualization (Karen, 1950; Maslow, 1968).

Another study by Wood and Joseph (2010) clarifies the role of positive wellbeing. The absence of positive wellbeing can cause extensive risk for depression and negative functioning. The eudaimonic motives are superior contributors to emotion regulation choices and wellbeing rather than hedonic motives (Ortner, Corno, Fung, & Rapinda, 2018).

2.4 Idiosyncratic deal

Customized working arrangements at the workplace helps employees to get engaged in work physically, psychologically and emotionally. Most organizations are now creating idiosyncratic employment arrangements to attract, motivate and retain talent in organizations (Rousseau, 2005). I-Deals aim to bring out employees' best potential and customized compensation packages that fulfill employees' desires and wants (Rosen, Slater, Chang, & Johnson, 2013; Rousseau & Kim, 2006; Rousseau, 2005). These working arrangements are mutually agreed upon and negotiated between employee and employer for benefiting both parties. Modern working organizations are growing into more customized work arrangement (Feldman & Pentland, 2003; Hornung, Rousseau, & Glaser, 2009; Lawler & Finegold, 2000)

Organizations are adopting more flexible human resource practices for the Liberal employee relationship. The fast pace of technological advancement and the need to attract and retain potential employees is growing day by day (Cappelli, 2000; Farber & Western, 2000).

These type of arrangements enhances employee's satisfaction (Rosen et al., 2013). Organizational commitment can be increased between high performing employees and organizations by negotiation of I-deals. It helps to reduce the perception of risks and uncertainties of employees (Guerrero, Bentein, & Lapalme, 2014). According to Rousseau and Kim (2006), I-deal is a key to keep high performers committed to the organization by making them realize that they are the most significant asset of the organization.

People who are engaged in I-Deals are seen to be loyal to their work, engaged to work, possess ethical and citizenship behavior (Hornung, Rousseau, & Glaser, 2008; Hornung, Rousseau, Glaser, Angerer, & Weigl, 2010; Liu, Lee, Hui, Kwan, & Wu, 2013). I-Deals produces behavioral outcome like motivation, work engagement, and affective commitment. Flexible I-Deals also reduce work-family conflict (Hornung & Rousseau, 2007).

2.5 Initiating structure leadership and Job engagement

Leadership is considered widely discussed and most learned topic in management sciences simultaneously employee engagement is also considered the most vital area for management. Most of the organizations focus on other aspects to engage employees. They introduce Training and development programs, job crafting and so on. Thus the wide range of understanding needs to be developed between managers and followers for a better result in engaging in their work. Many leadership styles like transformational leadership styles can be linked to employee outcome, task performance and job engagement (Braun, Peus, Weisweiler, & Frey, 2013). The study by Xu and Cooper Thomas (2011) confirms that leadership behaviors are positively associated with subordinates' engagement. Theoretically, leadership is considered as a main factor of employee engagement, but there is no specific research found which is directly linking the initiating structure leader behaviors and follower engagement. The link between initiating structure leader and employee engagement may be built on the Path-Goal theory. This theory classifies four leadership behaviors; directive, supportive, participative and achievement-oriented leaders (Sousa & Rocha, 2019). Path-Goal theory (House, 1971) is based on certain styles & behavior of a leader which best matches employees and the working environment to achieve a goal (Domingues, Vieira, & Agnihotri, 2017).

Path goal theory describes the leadership behavior or style which matches to employee or work environment's requirements. The main goal of the leader is to achieve organizational goals and objectives by giving direction, motivating, supporting, empowering their employees and making them a productive and creative member of the organization. Based on this discussion the first hypothesis is proposed as:

***H1:** There exists a positive relationship between Initiating structure leadership with Job engagement.*

2.6 Initiating structure leadership and Eudaimonic wellbeing

Leadership is extensively debated in the management literature as a core skill and individual knowledge (Kimble, de Vasconcelos, & Rocha, 2016). Leaders can stimulate & motivate people to work for achieving common goals and they make ordinary people extraordinary by their performances (Dobbins & Pettman, 1997).

Leaders exhibit a significant role in organizations which impact significantly on the behavior during work, the functioning & the well-being of their employees (Avolio, Walumbwa, & Weber, 2009). In many studies, employee well-being is taken as an unimportant element or used as a mediator to explain the relationship between leadership & performance (Montano, Reeske, Franke, & Hüffmeier, 2017). A recent study by Inceoglu et al. (2018) examines the

process of leadership behavior which affects employee wellbeing by identifying five mediators (social-cognitive, motivational, affective, relational, identification). This study has focused on broader aspects of leadership but the need is to focus on the narrower area of leadership like initiating structure leadership.

The conservation of Resource theory-COR by Hobfoll (1989), suggested that individuals are motivated to acquire and reinvest resources, to produce these further, and protect them to avoid losses. This theory has been commonly practiced to understand processes leading to well-being in a particular situation of stress, burnout and job exhaustion (Halbesleben, 2006). The leaders can empower resources that affect well-being, by designing the work climate of the opportunities for rewards, self-reliance & being a mean of social support themselves (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). So by considering the above discussion, our first Hypothesis is considered as

***H2:** There exists a positive relationship between Initiating structure leadership and Eudaimonic wellbeing.*

2.7 Job engagement and Eudaimonic wellbeing

Job engagement/employee engagement is the term which is used interchangeably. It is a widely discussed topic across the academic, corporate firm and consultancy agencies. As per Robertson, Jansen Birch, and Cooper (2012) by ignoring psychological wellbeing and focusing only on job engagement will refrain them to obtain benefits through initiatives. Employees with higher Psychological wellbeing are more productive, optimistic and handle the situation in difficult times by having a strong belief in their potentials (Avey, Luthans, Smith, & Palmer, 2010).

However, a lesser amount of studies have focused on eudaimonic wellbeing and work engagement (Aiello & Tesi, 2017). Thus there is a need to study the process which influences the link with eudaimonia. By reviewing the conceptualization and measurement of job engagement and eudaimonia we need to develop the plan. Less attention towards employee engagement ponders too heavily on employee commitment, attachment to work and citizenship behaviors and employee psychological well-being. The combination of employee engagement and psychological well-being into the concept of full engagement may provide a useful approach for refining organizational effectiveness (Robertson & Cooper, 2010). Few research evidence supports this view and shows that the inclusion of enhances the relationships between job engagement and psychological well-being. Based on the above discussion, we may hypothesize the following:

***H3:** Job engagement mediates the positive relationship with Eudaimonic wellbeing.*

2.8 Ideals and job engagement

In the presence of employees' perception of LMX, Task I-deal positively relates to Work Engagement with complexity and control as a mediating effect. The Work characteristics mediated positive indirect effects of task I-deals on employee initiative and work engagement (Hornung et al., 2010).

The studies carried by Hornung et al. (2010); (Rousseau, Ho, & Greenberg, 2006) examine that antecedes and consequences of I-Deals. They showed the mutual relationship between leader and subordinates can increase the chances of an idiosyncratic deal. The research by Hornung, Rousseau, Glaser, Angerer, and Weigl (2011) proved the classical leadership dimension has a positive impact on the idiosyncratic deal which further mediates positively with job engagement to achieve a quality of life. Another study by Hornung et al. (2010) proves that task I-deals help to have control over work which further boosts positive relation with work engagement. So based on these studies we can say:

H4: *I-Deals moderates the relationship between Job engagement and Eudaimonic well-being in such a way that the relationship would be strong when I-deals are high.*

2.9 Job engagement as a mediator

The role of Job engagement as a mediator in many studies has a significant impact. The job engagement plays a role as a mediator between psychological work environment and personal accomplishment, emotional exhaustion, depersonalization, and overall well-being (Shuck & Reio Jr, 2014).

Job engagement as a mediator plays a positive role in performance outcomes and reduces turnover intentions. It creates positive relationships between motivating job characteristic, organizational commitment and reduces managers turn over intention (Agarwal & Gupta, 2018; Jung & Yoon, 2016; Matthews, Zablah, Hair, & Marshall, 2016). Leadership style (task-oriented or behaviors oriented) plays an important role in making employees engaged in their work.

Hansen, Byrne, and Kiersch (2014) proposed in his study that interpersonal leadership positively relates to organizational identification and job engagement which results in increasing affective organizational commitment and reduce job tension. Another Research by Hoon Song, Kolb, Hee Lee, and Kyoung Kim (2012) demonstrate that the relationship between transformational leadership and effective organizational is stronger because of job engagement (as mediator).

The job demand-resource (JD-R) model presented by Bakker and Demerouti (2007) helped to assume the mediating role of job engagement between ISL and eudaimonic well-being. JD-R explains the role of necessary resources to meet job demands. Employees are confronted with various types of emotional, psychological and physical demands, that can be addressed through adequate resources. In addition to physical resources, employees need direction, guidance, skills, emotional support and clearly defined roles during work affairs. Employees need to have vibrant leadership to provide all kinds of resources to meet work related demands (Lee, Idris, & Delfabbro, 2017). Employees feel satisfied and motivated when the job demand and resource relationship is strong (Schreurs et al., 2014). Inadequate resources (leadership in this case), may lead to unhappiness and cynicism. Taken together, employees in media organizations can't enjoy psychological well-being if they lack active leadership to provide all types of resources for better employee engagement. Thus, based on the above discussion the current study assume the following hypothesis.

H5: *Job engagement plays a mediating role in linking initiating structure leadership and Eudaimonic well-being.*

2.10 Idiosyncratic deal as moderator Initiating structure Leadership

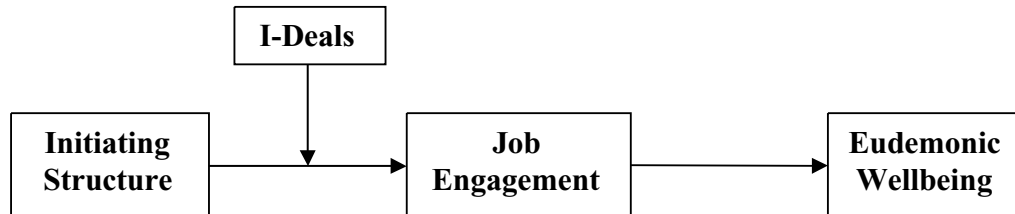
Employees, who experience (I-deals) at work demonstrate greater satisfaction with their work & greater connection and affection with the organization which retains and improves effectiveness, continuance, and commitment. Moreover (I-Deals) helps to increase employee performance, individual effectiveness & reduce turnover intentions (Liao, Wayne, Liden, & Meuser, 2017) (Rosen et al., 2013). Another Study shows (I-deals) enhances control over job complexities and reduce job stress. Employees will be highly engaged and innovating/initiating with reduced job stress & turnover (Hornung et al., 2010; Ng, 2017).

The moderating role of I-deals enhances the relations of job engagement and eudaimonia. Employees will show engagement to work more happily and vigorously due to the peaceful working atmosphere and this relation will lead them towards pleasure or fulfillment in their life. When the tasks are distinctively motivating and relaxing, the idea of Ideals gives boost to enhance work engagement leaving the positive impacts on unique features of work (Hornung et al., 2010). Supervisors can buildup desired working arrangements for subordinates by

approving idiosyncratic deals. Supervisors' authorization of I-deals enhances employee motivation, WLB and Performance standards (Hornung et al., 2009). Thus, the below hypothesis is formed;

H6: *Idiosyncratic deals moderate between ISL and Job engagement to achieve eudaimonic wellbeing.*

Fig 1. Theoretical framework



3. Methodology

3.1 Sample and procedure

We tested our research Hypothesis on Pakistani Journalists. The sample was collected from Print and Electronic Media Houses. Data was collected from top Managers and their subordinates in Islamabad, Lahore, Karachi, and Rawalpindi. This study aims to know the outcome of initiating Structure leadership style – (ISL) on Eudaimonic well-being (EWB) of the Journalist's life. The job responsibilities of journalists are pressing and demands special skills to meet targets especially in hard areas. Managers find it difficult to consistently motivate and engage employees especially in the crisis time (such as COVID-19). Work with full of potential is an antecedent of wellbeing; hence a sound leadership style is a need of time. Initiating structure leadership not only provides a compelling vision, but also a path and resources to meet targets. Hence the theoretical model is formulated to help journalists and their managers to thrive in working environment.

To measure the leadership behavior and the quality of life derived from the persons' best potentials, the whole chain of command was invited to fill the questionnaire and they were informed by the objective of the study and confidentiality. Initially, 20 random samples were collected for pilot testing which delivered significant results. A total of 500 questionnaires were floated from which 396 survey questionnaires were punched and considered final data. Only 39 questionnaires were eliminated as data was not completed. Data has been analyzed on SPSS 20 and Amos 23. The final sample was composed of 72% male and 28% females. About 56% of respondents were above 30 years and 66% are married. 46% of respondents have working experience of above 11 years. The respondents work in the reporting/Editorial, Marketing, and finance department.

3.2 Instrument

Initiating structure leadership measured in the survey included a 7-point Likert-scale (1 = strongly disagree to 7 = strongly agree). I-deals measured on 5 point Likert-scale from (0 = strongly disagree to 5 = strongly agree). Job Engagement measured on 6 Likert scale from (0=Never; 6= always) and Eudaimonic wellbeing measured on 4 Likert from (0= strongly disagree to 4= strongly agree).

3.3 Initiating Structure Leadership

The items of initiating structure leadership-ISL items were taken from the LBDQ e XII (Stogdill, 1963), known as one of the most acceptable and most commonly used instruments which are used to compute (ISL). LBDQ is containing 40 items but 15 items have been taken

which were related to initiating structure leadership e.g (She/he maintains definite standards of performance /she/he emphasizes the meeting of deadlines). Initiating structure leadership-ISLE was evaluated on a 7-point-Likert scale (1 = disagree completely to 7 = agree completely).

3.4 Eudaimonic Wellbeing

The questionnaire comprises 21 that are connected to the eudaimonic wellbeing. These items were taken from reference paper The Questionnaire of Eudaimonic well-being by Waterman et al. (2010) which are containing 21 items and measured on 4 point-Likert scales from 0= strongly disagree to 4= strongly agreed. The first 14 items are written in the agreeing way with high scores symbolizing Eudaimonic wellbeing-EWB. The remaining 7 items are written in the denial way which is indicating the lack of EWB-Eudaimonic wellbeing and are converse impact.

3.5 Idiosyncratic Deals

Respondents were asked to report if and to what extent they had asked for and successfully negotiated personalized conditions in their current jobs. Respondents recorded their response against 16 items and measured on 5 point Likert-scale from (1= strongly disagree to 5= strongly agreed). The respondents were inquired about the level negotiation for their personalized work conditions. 4 main content dimensions of (I-Deals) was obtained from the scale developed by Rousseau and Kim (2006) with little changes, eg (the work hour flexibility dimension or combined career development dimension with the task dimensions) Rousseau and Kim's Hornung et al. (2010) to create a single task and work responsibilities dimension. Lastly added two new dimensions (financial incentives and location flexibility)

3.6 Job Engagement

In this study, the job engagement-(JE) is a mediating variable that is evaluated by the scale prepared by UWES (Schaufeli & Bakker, 2003). The Shortened version is taken till 9 items and was calculated 6 point Likert-scale starting from 0= (never) to 6= (always).

4. Results

4.1 Reliability and Validity Analysis

Reliabilities and validities were ensured by following the standard criteria. Cronbach's alpha values were higher than the threshold values of 0.7 hence confirming reliabilities (Nunnally, 1978). KMO and Bartlett's Test of Sphericity (KMO= 0.942, $p < 0.001$) suggested the suitability of data for structure detection. Confirmatory factor analysis was performed to examine the construct validities. Average variance extracted (AVE) and maximum shared variance (MSV) calculated through CFA yielded acceptable figures. All factor loadings including AVE of the constructs were higher than the 0.5, provided evidence of convergent validities (Hair, Black, Babin, Anderson, & Tatham, 1998). Moreover, maximum shared variance (MSV) were lower than the respective AVE, confirming discriminant validities of the constructs (Fornell & Larcker 1981).

By examining the overall construct validities, we further moved examining fit indices of the measurement model. Key indices showed satisfactory values i.e. χ^2/df is 3.77, CFI=0.81; RMSEA=0.08 and SRMR=.07. Hence, overall requirement for model fitness was achieved. By ensuring the reliabilities, validities and model fit of measurement model, we then examined the hypothesized relationship.

Table 2 Factor Loadings

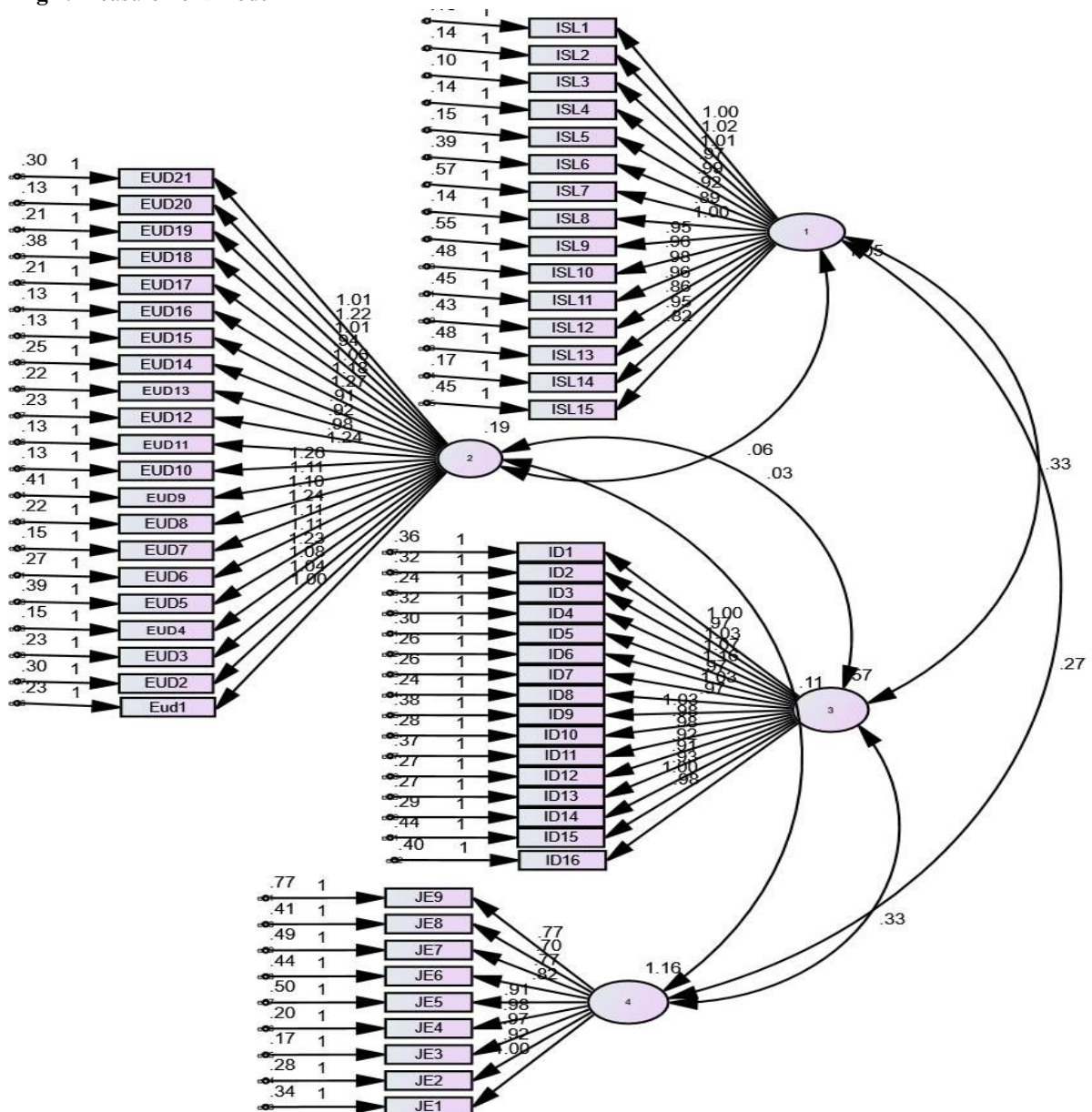
Construct	Items	Loadings	AVE	MSV	CR
Initiating Structure Leadership	ISL1	0.931	0.756	0.18	0.979

	ISL2	0.942			
	ISL3	0.955			
	ISL4	0.934			
	ISL5	0.937			
	ISL6	0.832			
	ISL7	0.771			
	ISL8	0.938			
	ISL9	0.795			
	ISL10	0.819			
	ISL11	0.830			
	ISL12	0.833			
	ISL13	0.787			
	ISL14	0.923			
	ISL15	0.780			
Eudaimonic Wellbeing	EUD1	0.677	0.515	0.052	0.956
	EUD2	0.640			
	EUD3	0.699			
	EUD4	0.812			
	EUD5	0.615			
	EUD6	0.682			
	EUD7	0.816			
	EUD8	0.714			
	EUD9	0.606			
	EUD10	0.839			
	EUD11	0.830			
	EUD12	0.664			
	EUD13	0.653			
	EUD14	0.620			
	EUD15	0.835			
	EUD16	0.825			
Idiosyncratic Deals	EUD17	0.709			
	EUD18	0.555			
	EUD19	0.698			
	EUD20	0.833			
	EUD21	0.625			
	ID1	0.783	0.647	0.18	0.967
	ID2	0.791			
	ID3	0.844			
	ID4	0.818			
	ID5	0.849			
	ID6	0.823			
	ID7	0.837			
	ID8	0.831			
	ID9	0.785			
	ID10	0.814			
	ID11	0.772			
	ID12	0.804			
	ID13	0.799			

Job Engagement	ID14	0.794			
	ID15	0.752			
	ID16	0.763			
	JE1	0.879	0.689	0.164	0.952
	JE2	0.885			
	JE3	0.931			
	JE4	0.919			
	JE5	0.812			
	JE6	0.799			
	JE7	0.764			
	JE8	0.765			
	JE9	0.686			

Note: All items loading at above 0.50 are reported

Fig 2. Measurement Model



4.2 Descriptive statistics and Correlation Analysis

Correlation results reveal a significant positive relationship between ISL and EWB ($r = .329^{**}$ and $p < 0.01$) and initiating structure leadership -ISL with Job engagement JE ($r = .464^{**}$ and $p < 0.01$). Job engagement also found significantly related to eudaimonic wellbeing ($r = .464^{**}$, p less than 0.01). Moderator I-Deal is also positively correlated with mediator i.e Job engagement ($r = .535^{**}$ $p \leq 0.01$).

Table 1. Descriptive Statistics, Reliabilities, and Correlations among Variables

Variable	Mean	SD	1	2	3	4
1 Eudaimonic Wellbeing	2.65	0.45	(.96)			
2 Initiating Structure Leadership	4.8	1.12	.329**	(.98)		
3 Job Engagement	4.12	1.03	.464**	.427**	(.95)	
4 Idiosyncratic Deals	3.14	0.78	.434**	.568**	.535**	(.97)

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

Values in parenthesis () shows values of Cronbach's Alpha

The regression results revealed a direct and significant link between initiating structure leadership and job engagement ($\beta = 0.391^{**}$, $p < 0.01$) and Eudaimonic wellbeing ($\beta = .131^{**}$, $p < 0.01$). Job engagement also showed a significant positive relation on Eudaimonic wellbeing ($\beta = .201^{**}$, $p < 0.01$). I-Deals also have a strong positive influence on job engagement ($\beta = 0.702^{**}$, $p < 0.01$).

Preachers & Hayes Bootstrap method (which is a quick, stable and consistent method to test the hypothesis relations) by Preacher and Hayes (2004) was applied to test the relationship between mediation and moderation. To check the proposed relationship of job engagement (Mediator) with ISL- (IV) and EWB- (DV), model 4 was selected with a 95% level of confidence with 5000 number of bootstrap samples (Preacher & Hayes, 2005). The indirect effect of Job Engagement (JE) on Eudaimonic wellbeing & Initiating Structure Leadership was considered and the positive values occurred between LLCI and ULCI without emerging Zero-value which showed the significance of relation in indirect effect. So our mediating hypothesis is valid as the Zero is not lying between lower and upper values. The mediation analysis of indirect effect is = ($\beta = .0671$, $SE = .0123$, 95% CI = .0458, .0945) as given in Table below, with un-standardized indirect effects and their corresponding significance.

Table 2: Indirect effect of ISL on Eudaimonic Wellbeing- Mediation Model

Mediator	B	SE	BootLLCI	BootULCI
JE	.0671	.0123	.0458	.0945

Note. Number of Bootstrap Resample = 5,000. Level of Confidence = 95, SE = Standard Error; CI = Confidence Interval. Estimates were calculated using the PROCESS Macro.

The moderating effect of (I-Deals) - idiosyncratic deals on the relationship between ISL-Initiating Structure leadership and JE-job Engagement was confirmed by executing the PROCESS macro v 3.0. The result of (ISL) initiating Structure and (I-Deals) Idiosyncratic deals are shown in the table below. The moderation of I-Deals was shown as (β for ISL x I-Deals = .0928, $p < .0001$) between ISL and Job Engagement. The results further reveal a significant change in R^2 due to I-Deals as moderator ($R^2 = 0.0307$, $p < .0001$). Hence, we found that I-Deals create boundary condition for ISL and Job Engagement.

Table 3: Moderation Effect of I-Deals on ISL and JE

	B	SE	T	p	BootLLCI	BootULCI
Constant	3.1017	.3503	8.8557	.0000	2.4131	3.7904
I-DEALS	-.2505	.1198	-2.0914	.0371	-.4860	-.0150
ISL	-.2306	.0738	-3.1239	.0019	-.3758	-.0855
ISL x I-deals	.0928	.0235	3.9527	.0001	.0466	.1390

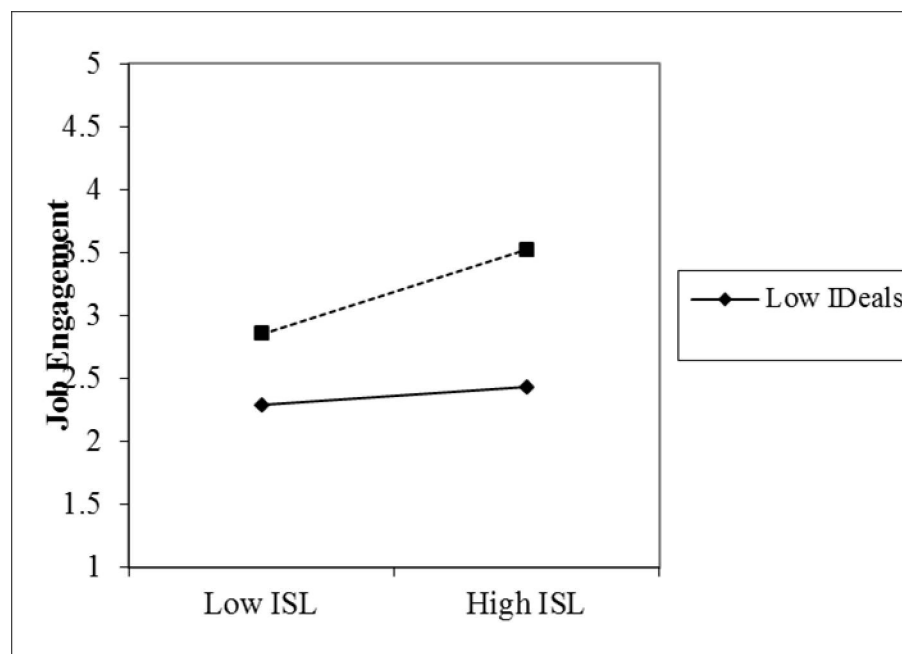
Table 4: Moderation Mediation Model: Indirect Effect of ISL on Eudaemonic through job-engagement by Ideals

Moderator		Conditional indirect effect of I-Deals			
Moderator	Condition	B	SE	Boot LLCI	Boot ULCI
IDEals	Low	-.0119	.0263	-.0636	.0398
IDEals	Average	.0609	.0216	.0184	.1034
IDEals	High	.1337	.0303	.0741	.1933

Note. Number of Bootstrap Resample = 5,000. Level of Confidence = 95, SE = Standard Error; CI = Confidence Interval. Estimates were calculated using the PROCESS Macro.

We also draw a simple slop to further examine the moderating effect of I-deals. I-Deals had positive effects on the positive relationship existing between Initiating structure leadership (ISL) and job Engagement (JE) as a moderator. Higher the I-deals strengthen the positive influence of initiating structure leadership on job-engagement.

Fig 3. Slope Analysis



5. Discussion

The aim of this study was to enlighten the concept of Eudaimonic wellbeing in our society which gives awareness to individuals or organizations to improve and enjoy the quality of

life. Importance of Eudaimonic wellbeing is needed to be enlightened in modern lives because the fast pace growing society is focusing on Hedonia – subjective pleasure rather than Eudaimonia – Objective Pleasure. Numerous studies have investigated the relationship between Leadership Styles and behavioral outcomes but very little attention has been paid to the contribution of psychological well-being. In this line of thought, we examined an inevitable fact of Eudaimonic wellbeing by incorporating initiating structure leadership as a controlling factor. Further. We examined this relationship by adding Job engagement as mediator and Idiosyncratic deals as a moderator in such a way that the positive relationship would be strengthening when the I-deals are high.

All six hypotheses are accepted. Our findings supported the idea of declaring the initiating leadership and job engagement are an effective source of achieving eudaimonic wellbeing. Many studies conducted on leadership and job engagement. Lu and Guy (2014) has presented the idea of ethical leadership and job engagement, transformational leadership, and job engagement by Bui, Zeng, and Higgs (2017), Babcock-Roberson and Strickland (2010) showed the relationship of charismatic leadership and job engagement. Well, the study by Gyu Park, Sik Kim, Yoon, and Joo (2017) proves the leadership influence job engagement and employee's PWB. As per Robertson et al. (2012) by ignoring psychological wellbeing and focusing only on job engagement will refrain them to obtain benefits through initiatives. Our study further investigated the role of I-Deals as a moderator on JE and EWB. Hornung et al. (2010) explains the positive effects of task I-deals on employee initiative and work engagement. Another Study shows (I-deals) enhances control over job complexities and reduce job stress. Employees will be highly engaged and innovating/initiating with reduced job stress & turnover (Hornung et al., 2010; Ng, 2017).

Thus it was found that initiating leadership support encourage job engagement which further help to achieve EWB. The role of moderator helps to feel employees more engagement towards their work by providing customized work engagement to feel and enjoy their EWB. So the leadership may facilitate I-Deals in their organizations which firmly help employees to feel engaged in their work. Our studies are in line with previous studies between leadership and eudaimonic wellbeing (Inceoglu et al., 2018).

5.1 Practical implication

This study is a great help for managers and practitioners to apply new ideas to boost wellbeing for both employees and organizations. First, the leaders in the business organizations or corporate sector must be aware that initiating structure leadership style is considered a great help to establish the work engagement attitude in employees. Our results suggest that the best managers are those who apply this leadership style for employing a younger workforce and to meet the daily business targets. Hence, organizations should revisit their hiring process and make a room to induct individuals with initiating structure leadership behavior especially at management level. Various tools are available to know the ISL style of leadership among candidates. Secondly, training interventions should be placed to improve the employee's capacities working at managerial positions about ISL behavior and practices. The role of Idiosyncratic deals has also provided robust result to strengthen the relationship between ISL and job engagement. I-deals are special terms or working arrangement to streamline work process. Since I-deals has emerged as optimizing variable, therefore managers may like to facilitate employees of media houses with flexi-times, work of interest, work location flexibility, skill development opportunities, career advancement. It may result into deep dedication and motivation towards work assignments.

5.2 Theoretical implication

The study complements the path goal theory in a way that when a leader provides a vision, clarifies the path and provides all types of necessary support, it keeps them motivated and

engaged on consistent basis. The initiating structure leadership emerged as the key behavior of a leader to follow theoretically established paths. Conceptually, the findings supported the view that initiating structure leadership is an important cornerstone in job engagement which further helps to enjoy eudaimonic wellbeing. The intervening variable JE (between ISL and EWB) making the theory more interesting. Also, the uniqueness of this study lies by testing the moderator (Idiosyncratic deals) I-Deals on ISL and JE. The presence of I-deals makes the relationship positive and stronger between ISL and EWB. In nutshell, our study contributes to existing literature by defining the link between ISL and EWB as well as the link is created with the mediating role of job engagement. The underlying mechanism supports the job demand-resource model (Bakker & Demerouti, 2007). ISL emerged as key resource to keep employees engaged in job that further result into eudemonomic wellbeing.

5.3 Limitation of study and future direction

This study has played a role as a guide for future researchers by contributing to the literature of ISL-initiating structure leadership and its consequences on the employees but it has few limitations which cannot be ignored. First, questionnaire approach is susceptible to common method variance. The authors took measures to control method variance. But the surveys in social sciences are vulnerable such kind of issues. Future studies may follow mixed method approach o test the model. Second, this can reinforce the conclusion drawn from the study. The study was cross-sectional in nature, hence the results drawn may have different position over next few years. Future researchers may like to conduct longitudinal study or follow time lag design. Third, the data collected from the main cities of Pakistan. Thought the responses from 396 employees provide a sound foundation for representative sample. However, responses from media houses located in second tier cities of Pakistan may provide the best picture (Ryan & Deci, 2001).

For scholars with interest in eudaimonic wellbeing may best the same model in a different culture or ethnic group to examine the level or eudaimonic wellbeing at the workplace. Mediator other than Job engagement like team cohesiveness, goal congruence and conflict management, can be tested as a positive outcome of ISL towards eudaimonic wellbeing. Adverse organizational situations such as psychological contract breach, organizational cynicism and organizational politics can also be examined as an outcome of ISL.

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