

HARMONIZING THE CORE VALUES OF RESPONSIBLE LEADERSHIP: NURTURING EMPLOYEE WELLBEING THROUGH COOPERATIVE BEHAVIOURS

Ms. R. Gayathri

Research Scholar, Vels Institute of Science, Technology and Advanced Studies (VISTAS), Pallavaram, Chennai, Tamil Nadu, India-600117.

Email: gayathri.kvp@gmail.com

Dr. S. Preetha

Professor, Vels Institute of Science, Technology and Advanced Studies (VISTAS), Pallavaram, Chennai, Tamil Nadu, India-600117.

Email: preetha.sms@vistas.ac.in

ABSTRACT:

Purpose: The purpose of the research article is to find out the intricate association between core values of responsible leadership and cooperative behaviour, unveiling their combined potential to elevate the holistic well-being of employees.

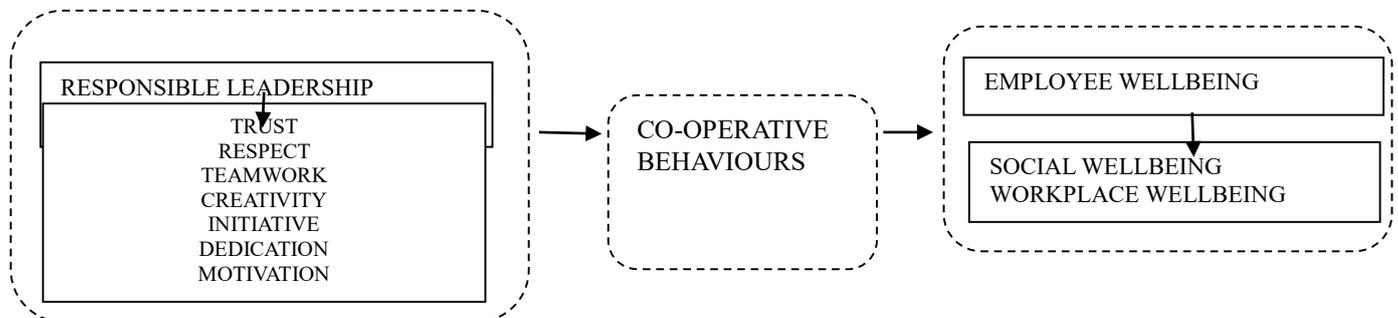
Design/methodology/approach: The research has adopted a quantitative research design. Linear Regression, ANOVA, Descriptive Statistics, Correlation, SEM, are the statistical tools employed for analysis. Hypothesis was examined using data obtained from 342 participants who were selected from different organizations. **Findings/results:** The outcomes reveal that the fundamental values of responsible leadership with the cultivation of employee well-being through co-operative behaviours leads to successful organisational performance. The responsible leadership practices and positive employee well-being outcomes can provide organizations with actionable insights to enhance their leadership approaches. **Practical implications:** Responsible leadership has gained prominence as it guides organizations towards ethical and sustainable success. This ethical underpinning of leadership is not merely a theoretical ideal; but quintessence to shape the well-being of employees within an organization. Organisations can develop training programs for leaders that emphasize responsible leadership behaviours, such as trust, respect, teamwork, creativity, initiative, dedication & motivation.

Originality/value: The outcome of the research work which establishes a relationship between core values of responsible leadership and co-operative behaviour in enhancing employee well-being stands apart from previous researches.

KEYWORDS: Responsible Leadership, Cooperative behaviours, Employee Well-being, Social Well-being, Workplace Well-being.

INTRODUCTION:

Responsible leadership in emerging economies is a complex and challenging concept, as it involves making difficult trade-off decisions between internal and short-term, as well as long-term goals. Emerging economies often face unique challenges, such as inequality, diversity, and environmental protection. The lack of research on responsible leadership in emerging countries, makes it important to understand the intricacies of this concept in these emerging organisations. Responsible leadership encompasses a set of core values that emphasize transparency, accountability, and ethical decision-making. This ethical underpinning of leadership is not merely a theoretical ideal; but quintessence to shape the well-being of employees within an organization Marques, Joan. (2015). Employee well-being often correlates with the behaviour of their leaders. When leaders consistently exhibit values-based management behaviours, their subordinates are more inclined to mirror these behaviours. It is an indispensable factor in determining workforce productivity, retention, and overall organizational success. However, what makes this equation even more compelling is the synergy between responsible leadership's core values and cooperative behaviours within the workplace. Cooperative behaviours, emphasizing teamwork, collaboration, and the creation of a positive working environment, provide the necessary conduit through which responsible leadership values can be effectively translated into action. In this harmonious convergence, we find a promising avenue for nurturing employee well-being.



1. To assess the core values of responsible leadership that are essential for nurturing employee wellbeing.
2. To investigate the correlation between cooperative behaviours and the well-being of employees.
3. To explore the effect of responsible leadership on cooperative behaviours and the well-being of employees.
4. To provide recommendations for organizations to foster responsible leadership and cooperative behaviours to promote employee wellbeing.

RESEARCH HYPOTHESES:

H1: Responsible leadership core values have no significant impact on employee wellbeing.

H2: Responsible leadership and cooperative behaviours do not promote employee wellbeing.

H3: Cooperative behaviours do not have a positive impact on employee wellbeing.

H4: Responsible leadership does not have a positive impact on cooperative behaviours.

REVIEW OF LITERATURE

RESPONSIBLE LEADERSHIP

Pless et al. 2021 highlighted that, despite considerable progress in recent years in comprehending the concept, there remains a gap in understanding responsible leadership in emerging nations, particularly in terms of how leaders navigate prevailing moral dilemmas. To evaluate the fundamental values of responsible leadership crucial for fostering employee well-being, Pless et al. (2021) emphasized the existing gap in understanding this concept, despite notable advancements in recent years. Specifically, the deficiency lies in discerning how leaders in emerging nations address prevalent moral dilemmas. This highlights the need for a comprehensive exploration of responsible leadership principles, especially in the context of emerging countries, to better inform practices that contribute to employee well-being.

Brown, M. E., Trevino L. K. (2005) the authors emphasize the importance of ethical values as a core component of responsible leadership. They argue that leaders are more likely to consider the well-being of employees and stakeholders. Matten, D., & Moon, J. (2008) discuss responsible leadership in corporate social responsibility (CSR). They argue that responsible leaders are those who drive CSR initiatives,

Brown, M, Trevino, Harrison, (2005) regarding the significant relationship with responsible leadership and employee performance. This study suggests that leaders who prioritize integrity and honesty can have a favourable impact on both employee well-being and stakeholder relationships.

Waldman, Siegel, D. S. (2008) proves responsible leadership in the purview of corporate social performance. They argue that leaders who prioritize social responsibility contribute to the development of a positive organizational culture, which can benefit employee well-being. De Hoogh, Den Hartog (2009) - These authors explore the role of humble leadership in their paper titled Ethical and Charismatic Leadership and Their Influence on Unethical Behaviour. Humility is one of the key values associated with responsible leadership, and their research suggests that such leadership can foster an ethical and positive work environment. Mayer, D. M., Aquino, K., Gordon, S.; Tang (2019) the authors highlight the significance of ethical leadership, which often aligns with responsible leadership values. They find that ethical leaders positively impact employee well-being and organizational outcomes. D. A. Waldman, & Galvin, B. M. (2008) explore the significant association with responsible leadership and employee well-being. Their study suggests that leaders who embrace values such as empathy and respect to create an effective work environment, contributing to an employee's well-being.

RESPONSIBLE LEADERSHIP AND CO-OPERATIVE BEHAVIOURS

Responsible leadership and cooperative behaviours are two important aspects of management. Harrison, (2005) examines leadership and its impact on follower behaviours. It highlights that responsible leadership, characterized by ethical values and behaviours, positively influences cooperative behaviours among employees. Ethical leadership serve as role inspiration, and their behaviour encourages others to act ethically and cooperatively.

In 1938, effective organizations were characterized as systems where individuals collaborated to achieve the goals of the organization Barnard, (1938). During that era, the study of cooperative behaviours within organizations primarily revolved around the concept of solidarity. Scholars have dedicated their efforts to examining the cohesion and unity among employees. Pioneering works by researchers such as Roethlisberger et al., (1961) have delved into this crucial aspect of organizational dynamics. Their contributions have paved the way for a deeper understanding of the bonds formed among employees in situations involving clashes with superiors or the maintenance of established workgroup standards. Cooperative behaviours, a phenomenon observed throughout the natural world, play a pivotal role in the advancement of human society. These behaviours involve individuals actively prioritizing collective interests over their own self-interest Van Vugt, Tyler, & Biel, (2000)

Karin Sanders (2009) explore the concept of cooperative behaviours in organizations and their implications for effective functioning, this shift in focus led to further research on cooperative behaviours within these team structures. Cooperative behaviours, specifically prosocial service behaviours, having significant relationship and has significant effects on employee's well-being depending on leadership conditions Candice A. Wray (2022).

Augusto Antunes and Mario Franco (2016), in their research, identified four dimensions connected with responsible leadership within the firms they studied. These dimensions encompass a combination of virtues, engagement with stakeholders, a leadership model, and a commitment to ethical principles and values. These organizations give preference to relationships that are geared towards improving human welfare and are considered as outstanding workplaces that highlight the most admirable qualities of human nature. In particular, their responsible leadership practices foster the development of individuals' strengths, resilience, and overall well-being.

RESPONSIBLE LEADERSHIP AND EMPLOYEE WELLBEING

Responsible leadership can be described as a form of leadership that prioritizes a company's sustainable growth and actively embraces social responsibility Antunes, A Franco, Cooper, B. Wang (2016). Responsible leadership places significant importance on employees as key stakeholders, showing a genuine concern for their well-being, fostering an environment of psychological safety within the team, sharing knowledge among relevant stakeholders, they striving for the sustainable development of the entire organisation Cooper, B. Wang; Su, L. Swanson Cooper, B. (2019). In practice, responsible leadership seeks to strike a delicate balance among various corporate governance, employees, stakeholder, customers, as well as society, (Pless, 2007).

This type of leadership involves daily interactions with workers, support, coaching, mentoring and development, which fosters cordial relationships with managers and team members and enhances employee's well-being Gordon, S.; Tang, (2019). There are two key reasons responsible leadership enhances well-being. First, it prioritizes "doing good" and caring, which improves psychological safety and leads to greater experiences for employees Gordon, S.; Tang, 2018; Rahimnia, F. Sharifirad, (2015). Supervisors with high psychological capital can further boost employees' well-being by facilitating positive experiences like happiness, hope, and self-respect Kelloway, E.K. Weigand, (2013). Ammupriya, & Subrahmanyam, P. (2023) study contributes to the field by providing novel insights grounded in empirical evidence, fostering a deeper understanding of the predictive nature of work engagement in the context of HRIS and workplace well-being.

Responsible leaders promote an employee's well-being by nurturing healthy relationships between leaders/managers and team members. These leaders care about their employees, focusing on task performance as well as employee satisfaction and their development, ultimately fostering well-being (Cooper, B.; Wang). Supportive and ethical leadership further contributes to employee's well-being by cultivating cordial relationships between managers and their employees, as well as by providing continuous support and instilling trust among employees Chughtai, A. Su, L. Swanson; Cooper, B. Wang (2018). According to Kara, Brown, Thomas, and Joseph (2019), leaders who offer inspirational motivation, intellectual stimulation, and individualized consideration create positive employee experiences in the workplace, increasing commitment and overall well-being. In the context of the contemporary hospitality industry, millennial employees particularly seek greater empathy from their leaders, underscoring the importance of responsible leadership in meeting these needs Pless, N.M., (2007). Employee well-being encompasses how individuals perceive the quality of their experiences, including aspects of their quality of life, working conditions, and psychological state. These factors can be influenced by Human Resource Management (HRM) practices, and as a result, affect task performance. They find that responsible leadership, emphasizing ethical and socially responsible behaviour, has an impact on both employee social well-being and overall workplace well-being Rego, Ribeiro, & Cunha, (2010).

Another study explores the impact of company virtuous and joyful on organizational citizenship behaviour (OCB). Responsible leadership practices, which promote virtuous and ethical behaviour, are found a positive influence on OCB, ultimately enhancing employee's social well-being and workplace well-being Youssef, C. M., & Luthans, F., (2007). While not explicitly focused on responsible leadership, this study examines positive organizational behaviours, including ethical leadership, which contribute to employee well-being and workplace well-being by fostering hope, optimism, and resilience. The authors investigate the concept of corporate citizenship, closely linked to responsible leadership and CSR. They find that responsible leadership, emphasizing ethical and socially responsible behaviour, has a significant impact on both employee social well-being and overall workplace well-being Rego, Ribeiro, & Cunha, (2010). Interactions between HRM and responsible leadership play a significant role in shaping employee experiences within organizations Leroy, H.; Segers; Su, L.; Swanson (2019).

There is widespread recognition of the significant roles played by HRM and leadership in shaping the overall employee experience Jiang, Marescaux, De Winne, Forrier (2021). In particular, HRM stands out as a critical factor that influences employee experience, including their

satisfaction of psychological needs, which in turn has a substantial impact on competencies, motivation, and opportunities. This influence is particularly evident in sectors like hospitality Su, L.; Swanson (2016). The implementation of HRM practices that prioritize employee development and provide organizational support can yield positive effects on employee well-being. Responsible leadership also plays a significant role in influencing employee motivation, attitudes, and overall experiences, which include factors like psychological empowerment, empathy, trust, commitment, and organizational identity Brown, E.A.; Thomas; Luo, Z.P.; Song (2016). In the context of hospitality organizations, employee's well-being encompasses not only physical health but also mental well-being and social well-being Su, L.; Swanson (2016). Responsible leadership actively contributes to enhancing these dimensions of well-being by cultivating positive leaders and subordinates and reducing stress mentally.

RESEARCH METHODOLOGY

Responsible leadership behaviours were categorized based on 7 Core Values, and an average score for each of the 7 Core Values was computed for each individual. This score served as the quantification of the degree to which the individual exhibited the company's specific Core Value in their leadership behaviours. Aaron A. Buchko (2007). The statements included as generic self-assessments of teamwork behaviours for cooperative leadership behaviours Candice A. Wray (2022). Social well-being has been previously conceptualized by a limited number of researchers as a crucial aspect of employee well-being Kern et al., 2015; Warr, (1999), and this concept is further supported by the findings of our present study. Notably, the Workplace Wellbeing Questionnaire developed by Parker GB and Hyett MP in 2011 served as a pioneering tool for measuring workplace well-being, marking an important development in the field.

SAMPLES AND PROCEDURE

In this study convenience sampling method was applied to collect data through the administration of questionnaires, encompassing employees from various economic sectors and organizations of varying sizes. Participants held positions across diverse hierarchical levels and professional backgrounds, facilitating an examination of different types of leaders and organizations. These employees were asked to assess their supervisors' leadership behaviour and their own co-operative behaviour and well-being.

DATA ANALYSIS AND INTERPRETATION

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .740 | 54 |

Cronbach's Alpha of 0.740 indicates the reliability of the scale or set of 54 items. It suggests that the items in this scale are moderately reliable in measuring the underlying construct. A Cronbach's Alpha value of 0.740 is typically considered acceptable.

DESCRIPTIVE STATISTICS

| Variables | N | Mean | Std. Deviation |
|--------------------------------|-----|--------|----------------|
| Responsible Leadership | 342 | 4.1766 | .30613 |
| Co-operative behaviours | 342 | 4.2374 | .27271 |
| Social well being | 342 | 4.2564 | .29403 |
| Workplace well being | 342 | 4.0273 | .55400 |

Descriptive statistics (mean values, and standard deviation) were calculated for the investigated variables. The mean score for Responsible Leadership is 4.1766, suggesting that, on average, respondents perceive leadership in the given context to be characterized by a high level of responsibility. The mean score for Co-operative Behaviours is 4.2374, indicating that, on average, respondents perceive a high level of co-operative behaviours in the observed context. The mean score for Social Well Being is 4.2564, suggesting that, on average, respondents perceive a high level of social well-being in the context being studied. The mean score for Workplace Well Being is 4.0273, indicating that, on average, respondents perceive a positive level of well-being in the workplace. The higher standard deviation of 0.55400 suggests greater variability in responses for workplace well-being compared to the other variables.

H1: Responsible leadership core values have no significant impact on employee wellbeing.

Correlations

| | | RL | WB |
|----|---------------------|--------|--------|
| RL | Pearson Correlation | 1 | .263** |
| | Sig. (2-tailed) | | .000 |
| | N | 342 | 342 |
| WB | Pearson Correlation | .263** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 342 | 342 |

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

The positive correlation coefficient (0.263) suggests there is a positive linear relationship between RL and WB. As one variable increases, the other tends to increase as well. Hence from the above table the hypothesis rejected. In summary, there is a statistically positive correlation between RL and WB, and the strength of this correlation is moderate (0.263).

REGRESSION ANALYSIS

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .263 ^a | .069 | .066 | 5.59931 | .069 | 25.225 | 1 | 340 | .000 |

a. Predictors: (Constant), RL

The coefficient ".263" in this context represents the correlation coefficient, commonly known as the coefficient of determination or R-squared. It quantifies the extent to which responsible leadership explains the variance in employee well-being within the model.

ANOVA

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|------|
| 1 | Regression | 790.869 | 1 | 790.869 | 25.225 | .000 |
| | Residual | 10659.777 | 340 | 31.352 | | |
| | Total | 11450.646 | 341 | | | |

a. Dependent Variable: WB

b. Predictors: (Constant), RL

The F-statistic of the model stands at 790.869, signifying the statistical significance of the regression model. Moreover, the model's associated p-value, which is 0.000, is lower than the customary significance threshold of 0.05. Consequently, it strongly implies that the model holds statistical significance, and the observed relationships between the independent variable and dependent variables are not mere products of random chance.

Coefficients

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 58.033 | 4.148 | | 13.991 | .000 |
| | RL | .249 | .050 | .263 | 5.022 | .000 |

a. Dependent Variable: WB

Given degrees of freedom (df1 = 1, df2 = 340) and the significance level (Sig. F Change = .000), it indicates that the model, including the predictor RL, is statistically significant in explaining the variance in WB. Hence from the above table the hypothesis rejected. The small p-value suggests that the addition of RL significantly improves the variation in WB.

H2: Responsible leadership and cooperative behaviours do not promote employee wellbeing.

Correlations

| | | RL | CB | WB |
|----|---------------------|--------|--------|--------|
| RL | Pearson Correlation | 1 | .571** | .263** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 342 | 342 | 342 |
| CB | Pearson Correlation | .571** | 1 | .351** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 342 | 342 | 342 |
| WB | Pearson Correlation | .263** | .351** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 342 | 342 | 342 |

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

The correlation between Responsible Leadership (RL) and Cooperative Behaviours (CB) is robust, evidenced by a Pearson Correlation coefficient of 0.571**, with a very low p-value (p < 0.01), signifying a significant and positive correlation between RL and CB at the 0.01 level (two-tailed).

While the correlation between RL and Well-Being (WB) is also positive, it is comparatively weaker when compared to the RL-CB correlation. The Pearson Correlation coefficient for RL and WB is 0.263**, and the p-value remains notably low, indicating a statistically significant and positive correlation at the 0.01 level (two-tailed). Similarly, the correlation between CB and WB is positively and statistically significant, supported by a Pearson Correlation coefficient of 0.351** and a very low p-value, implying a positive relationship at the 0.01 level.

H3: Cooperative behaviours do not have a positive impact on employee wellbeing.

Descriptive Statistics

| | Mean | Std. Deviation | N |
|----|---------|----------------|-----|
| CB | 42.3743 | 2.72713 | 342 |
| WB | 78.8099 | 5.79479 | 342 |

Correlations

| | | CB | WB |
|----|---------------------|--------|--------|
| CB | Pearson Correlation | 1 | .351** |
| | Sig. (2-tailed) | | .000 |
| | N | 342 | 342 |
| WB | Pearson Correlation | .351** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 342 | 342 |

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

The Pearson Correlation coefficient between CB and WB is 0.351. The significance level (p-value) for this correlation is <0.001 (indicated by ".000"), the correlation is significant. Hence the hypothesis rejected there is a significant relationship between cooperative behaviour and employee well-being.

H4: Responsible leadership does not have a positive impact on cooperative behaviours.

CORRELATION:

Descriptive Statistics

| | Mean | Std. Deviation | N |
|----|---------|----------------|-----|
| RL | 83.5322 | 6.12268 | 342 |
| CB | 42.3743 | 2.72713 | 342 |

Correlations

| | | RL | CB |
|----|---------------------|--------|--------|
| RL | Pearson Correlation | 1 | .571** |
| | Sig. (2-tailed) | | .000 |
| | N | 342 | 342 |
| CB | Pearson Correlation | .571** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 342 | 342 |

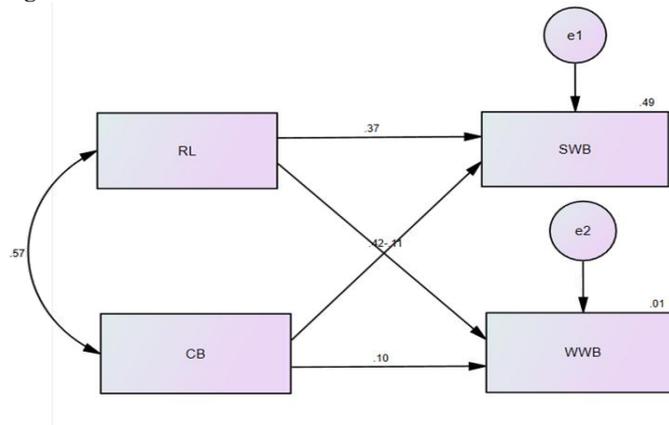
** Correlation is significant at the 0.01 level (2-tailed).

The Pearson Correlation coefficient between RL and CB is 0.571. The assumed hypothesis rejected from this table value since the significance level (p-value) is <0.001 (indicated by ".000"), which means the correlation is statistically significant.

ANALYSIS OF MEDIATION EFFECT USING SPSS AMOS

"We conducted a mediation analysis to find out the significant impact of variables that mediate the significant relationship between independent and dependent variables. In 1982, Sobel made a noteworthy discovery. According to the test, the independent factors' cumulative effects on the dependent variable, as measured by their standardized estimates, had a statistically significant impact. This result confirms the validity of the study's conclusions and emphasizes the significance of these independent factors in influencing the dependent variable's results. It implies that the variables being studied have a significant impact on explaining the observed fluctuations in the dependent variable, which adds important new information to the body of knowledge.

Table: Analysis of Mediation Using SPSS Amos.



MODEL FIT

| MODEL FIT INDEX | MODEL FIT SUMMARY | RECOMMENDED VALUES | REFERENCE |
|-----------------|-------------------|---|---------------------------------------|
| CFI | 1.000 | >0.90 | De Beaucoudrey, L. et al., 2008 |
| P VALUE | 0.829 | ≥ 0.05 | Joreskog & Surbom (1996); |
| CMIN/DF | 1.047 | 1-5 | Hu, L.-t., & Bentler, P. M. (1999). |
| GFI | 0.997 | 1 = perfect fit ≥ 0.95 = excellent fit ≥ 0.9 = acceptable fit | Kline (2005); Hu & Bentler (1998); |
| RMSEA | 0.042 | ≤ 0.05 = reasonable fit | MacCallum et al (1996); |

The Comparative Fit Index (CFI) serves as a vital metric within the realm of structural equation modelling, assessing the overall goodness of fit of a model. In the context of this analysis, the CFI exhibits a value of 1.000, indicating an excellent fit. The CFI operates on a scale ranging from 0 to 1, with values approaching 1 denoting a superior fit. Generally, a widely accepted guideline is that a CFI surpassing 0.90 suggests a reasonably good fit, while a CFI of 1.000 signifies a very strong fit.

In terms of the p-value (p), specifically associated with CMIN, it registers at 0.829. This p-value is instrumental in testing the null hypothesis, which posits that the model perfectly fits the observed data. In most scenarios, when the p-value exceeds the conventional significance level (e.g., 0.05), it suggests that the model aligns well with the data. In our analysis, the notably high p-value of 0.829 reinforces the notion that the model is indeed a good fit. The CMIN statistic, or Chi-Square, serves as a measure of the degree to which the proposed model aligns with the observed data. Within this analysis, the CMIN equals 1.047. A smaller CMIN value signifies a stronger alignment between the model and the data. In our specific case, a CMIN of 1.047 suggests a very robust fit between the model and the observed data. Furthermore, the CMIN/DF (Chi-Square divided by Degrees of Freedom), a normalized chi-square statistic, also stands at 1.047 within this analysis. Generally, a CMIN/DF ratio approximating 1 or less is indicative of a favorable model fit. The Goodness of Fit Index (GFI) is another significant statistic employed in structural equation modelling to evaluate the model's fit. Within this assessment, a GFI of 0.997 is reported, indicating a strong fit according to commonly employed criteria. Lastly, the Root Mean Square Error of Approximation (RMSEA) is a measure of the model's alignment with the population covariance matrix. In the present analysis, the RMSEA is calculated as 0.042, a notably low value. Typically, a threshold of 0.05 is commonly used, and an RMSEA of 0.042 suggests a strong alignment between the model and the observed data.

RESULTS AND DISCUSSIONS

The positive correlation coefficient (0.263) suggests that there is a positive linear relationship between RL and WB. The correlation between RL and CB is strong, with a Pearson Correlation coefficient of 0.571**. The p-value is very low ($p < 0.01$), indicating a statistically significant positive correlation between RL and CB at the 0.01 level (2-tailed). The Pearson Correlation coefficient between CB and WB is 0.351. The significance level (p-value) for this correlation is < 0.001 (indicated by ".000"), which means the correlation is statistically significant. The Pearson Correlation coefficient between RL and CB is 0.571. The assumed hypothesis rejected from this table value since the significance level (p-value) is < 0.001 (indicated by ".000"), which means the correlation is statistically significant. As one variable increases, the other tends to increase as well. The CFI of 1.000 indicates a good fit for the structural equation model. The p-value associated with the Chi-Square statistic is 0.829, indicating that the model fits the data well. CMIN (Chi-Square): The CMIN statistic is 1.047, which is a very low value. This suggests a strong fit between the hypothesized model and the observed data. CMIN/DF (Chi-Square divided by Degrees of Freedom): A CMIN/DF ratio of 1.047 is indicative of a good model fit. GFI (Goodness of Fit Index): The GFI of 0.997 is considered a very good fit according to common criteria. It is close to 1, indicating an excellent fit. The RMSEA value of 0.042 is low and suggests that your model fits the data well. An RMSEA of 0.042 is below the common threshold of 0.05, indicating a good fit.

PRACTICAL IMPLICATIONS:

From a practical perspective, our study has few implications. Firstly, it is essential to further strengthen HRM practices and leadership to promote different groups' well-being. By implementing responsible leadership practices, businesses can create a positive work environment that fosters employee well-being and promotes cooperative behaviours. This can lead to a more engaged and motivated workforce, which can ultimately benefit the business in terms of increased productivity and profitability. Secondly, with the current situation of increasingly strain on the environment, some organizations must expect more from their employees in terms of co-operative behaviours performing extra-role or proactive tasks like supporting team goals. Our findings indicate that the organization should consider responsible leadership to motivate employees. Responsible leaders can send signals to the current organization about their sustainable values and priorities to heighten their subordinates' levels of awareness of responsibility.

Responsible leadership entails a values-driven approach that harmonizes goals of effectiveness with societal obligations and fosters enduring connections with stakeholders. A values-driven approach that combines effectiveness goals with ethical and social responsibilities while fostering enduring and sustainable relationships with stakeholders is characterized by responsible leadership. Dong W and Zhong L (2021) Essential values for a responsible leader encompass promoting empowerment and personal growth, having a clear vision, effective communication, providing reinforcement and influence, demonstrating empathy and humility, exhibiting passion and unwavering commitment, showing respect, honesty, integrity, dedication, and a continuous focus on personal development.

FUTURE DIRECTIONS

The identified gap in understanding responsible leadership in emerging nations, particularly concerning the resolution of prevalent moral dilemmas, underscores the necessity for comprehensive research discussions. By evaluating the fundamental values of responsible leadership essential for nurturing employee well-being, scholars can contribute significantly to the advancement of organizational practices in these contexts. Firstly, the examination of responsible leadership values requires a deep dive into the specific challenges faced by leaders in emerging countries. Understanding the unique socio-cultural, economic, and political landscapes is crucial in identifying the contextual factors that influence responsible leadership practices. This exploration could shed light on the intricacies of decision-making in the face of moral dilemmas, providing valuable insights into the application of responsible leadership principles. Moreover, a research discussion should delve into the potential impact of responsible leadership on employee well-being. Investigating how these leadership values translate into tangible outcomes for employees, such as job satisfaction, work-life balance, and mental health, is essential. Establishing a clear connection between responsible leadership practices and positive employee well-being outcomes can provide organizations with actionable insights to enhance their leadership approaches. Furthermore, researchers should consider the role of organizational culture and structures in facilitating or hindering the implementation of responsible leadership principles. Assessing how these factors interact with leadership values can offer a more comprehensive understanding of the challenges and opportunities for fostering employee well-being in emerging nations.

In conclusion, a research discussion on responsible leadership in emerging countries should address the identified gap by exploring the fundamental values crucial for fostering employee well-being. This entails a thorough analysis of contextual challenges, the impact on employee outcomes, and the influence of organizational factors. Such discussions can contribute to the development of practical guidelines and strategies for leaders in emerging nations, promoting responsible leadership practices that positively impact employee well-being.

CONCLUSION

In conclusion, the research underscores the critical role of responsible leadership and cooperative behaviours in improving employee wellbeing. By prioritizing these aspects, organizations create a more positive and effective work environment while ensuring the holistic wellbeing of their employees. In conclusion, responsible leadership in emerging economies is a critical topic that requires further research and understanding. By examining the unique challenges and opportunities in these regions, leaders can develop strategies to address social, environmental, and economic concerns while maintaining long-term sustainability and growth. The insights and recommendations offered in the study serve as a valuable guide for organizations looking to achieve these goals and contribute to a prosperous and harmonious workplace. This research delves into the art of aligning the fundamental values of responsible leadership with the cultivation of employee well-being through collaborative behaviours. Our study emphasizes the efficacy of implementing responsible leadership in conjunction with cooperative behaviours to establish a workplace environment in which both leaders and employees thrive. This not only enhances individual well-being but also contributes to the overall prosperity of the organization. The discoveries presented in this research illuminate the transformative potential of responsible leadership, providing valuable insights for leaders, professionals, and organizations aiming to foster a more harmonious and employee-centric workplace culture.

RECOMMENDATIONS

The responsible leadership on cooperative behaviours and employee wellbeing, to assess the relationship a mixed-methods approach is recommended. Utilize surveys and performance metrics to gauge changes in cooperative behaviours after leadership interventions or training. Qualitative data, including employee testimonials and feedback, can offer a deeper understanding of how responsible leadership practices influence employee wellbeing. Comparative studies between organizations with and without responsible leadership initiatives can also be insightful. In order to provide valuable recommendations for organizations looking to foster responsible leadership and cooperative behaviours to promote employee wellbeing, Analyse the findings from the above objectives to identify best practices and successful strategies. Develop a set of actionable recommendations tailored to different organizational contexts. Include a change management plan for implementing these recommendations within organizations. Highlight the importance of leadership development programs that emphasize responsible leadership and the benefits of promoting cooperative behaviours. Emphasize the impact of organizational culture in supporting responsible leadership and cooperative behaviours, and suggest ways to create a culture that values these principles.

REFERENCES:

1. Ammupriya, & Subrahmanyam, P. (2023). Enhancement of work engagement through. HRIS adoption mediated by workplace well-being. *Brazilian Journal of Operations & Production Management*, 20(1), 1499.
2. Syal, A. (2019). The Role of Envy and Perceived Ethical Climate in Responsible Leadership and Employee Outcomes.
3. Anfuso, D. (1999). Innovation: Core values shape WL Gore's innovative culture-HR at WL Gore proves you don't need a title to be strategic. *Workforce*, Vol 78 No 3, p. 48.
4. Antunes, A., & Franco, M. (2016). How people in organizations make sense of responsible leadership practices: Multiple case studies. *Leadership & Organization Development Journal*, 37(1), 126-152.
5. Barth-Farkas, F., & Vera, A. (2016). Transformational, transactional and cooperative police leadership in theory and practice. *Eur. Police Sci. & Rsch. Bull.*, 14, 34.
6. Bartram, T., Cooper, B., Cooke, F. L., & Wang, J. (2020). High-performance work systems and job performance: the mediating role of social identity, social climate and empowerment in Chinese banks. *Personnel Review*, 50(1), 285-302.
7. Buchko, A. A. (2007). The effect of leadership on values-based management. *Leadership & Organization Development Journal*, 28(1), 36-50.
8. Wray, C., Kao, C. C., Lyu, G. H., & Wang, Y. H. (2022). Prosocial Service Behaviours and Employee Well-being. In *Academy of Management Proceedings* (Vol. 2022, No. 1, p. 13760). Briarcliff Manor, NY 10510: Academy of Management.
9. Chang, A., Lee, T. S., Lee, H. M., & Wang, J. (2023). The Influence of Responsible Leadership on Strategic Agility: Cases from the Taiwan Hospitality Industry. *Sustainability*, 15(3), 2760.
10. Frangieh, C. G., & Yaacoub, H. K. (2017). A systematic literature review of responsible leadership: Challenges, outcomes and practices. *Journal of Global Responsibility*, 8(2), 281-299.
11. Chin, C. H., Sim, S. C., Thong, J. Z., & Chin, Y. S. (2023). Global responsible leadership traits and employee sustainable performance in Malaysia: a gender comparative analysis. *Journal of Global Responsibility*.
12. Chughtai, A. (2018). Authentic leadership, career self-efficacy and career success: a cross-sectional study. *Career Development International*, 23(6/7), 595-607.
13. Rego, A., Ribeiro, N., & Cunha, M. P. (2010). Perceptions of organizational virtuousness and happiness as predictors of organizational citizenship behaviours. *Journal of Business Ethics*, 93, 215-235.
14. Curran, K. A. (2021). Responsible, Relational, and Intentional: A Re-Imagined Construct of Corporate-Commons Leadership. In *Reimagining leadership on the commons: Shifting the paradigm for a more ethical, equitable, and just world* (pp. 97-118). Emerald Publishing Limited.
15. Den Hartog, D. N., & De Hoogh, A. H. (2009). Empowering behaviour and leader fairness and integrity: Studying perceptions of ethical leader behaviour from a levels-of-analysis perspective. *European journal of work and organizational psychology*, 18(2), 199-230.
16. Dong, W., & Zhong, L. (2021). Responsible leadership fuels innovative behaviour: the mediating roles of socially responsible human resource management and organizational pride. *Frontiers in psychology*, 12, 787833.
17. Dou, K., Wang, Y. J., Li, J. B., Li, J. J., & Nie, Y. G. (2018). Perceiving high social mindfulness during interpersonal interaction promotes cooperative behaviours. *Asian Journal of Social Psychology*, 21(1-2), 97-106.
18. Escobar, W. A., Amayah, A. T., & Haque, M. D. (2021). The Role of Leaders in Catalyzing Cooperative Behaviour in the Governance of Nonprofit Sector Shared Resources: The Case of Early Childhood Education. In *Reimagining Leadership on the Commons: Shifting the Paradigm for a More Ethical, Equitable, and Just World* (pp. 243-253). Emerald Publishing Limited.
19. Fu, X., Li, C., & Fu, J. (2022). The experimental research on leaders and cooperative behaviour. *Frontiers in Psychology*, 13, 944498.
20. Haque, A., Fernando, M., & Caputi, P. (2021). Responsible leadership and employee outcomes: a systematic literature review, integration and propositions. *Asia-Pacific Journal of Business Administration*, 13(3), 383-408.
21. He, J., Morrison, A. M., & Zhang, H. (2019). Improving millennial employee well-being and task performance in the hospitality industry: The interactive effects of HRM and responsible leadership. *Sustainability*, 11(16), 4410.
22. James, K. V., & Priyadarshini, R. G. (2021). Responsible leadership: A new paradigm for organizational sustainability. *Management and Labour Studies*, 46(4), 452-470.
23. He, J., Morrison, A. M., & Zhang, H. (2019). Improving millennial employee well-being and task performance in the hospitality industry: The interactive effects of HRM and responsible leadership. *Sustainability*, 11(16), 4410.
24. Kang, J., Seo, Y., Nam, C., & Kim, N. (2022). Developing a Model of Employee Well-being Antecedents through an Integrated Literature Review. *Korean Human Resource Development Strategy Institute*.
25. Dou, K., Wang, Y. J., Li, J. B., Li, J. J., & Nie, Y. G. (2018). Perceiving high social mindfulness during interpersonal interaction promotes cooperative behaviours. *Asian Journal of Social Psychology*, 21(1-2), 97-106.
26. Kelloway, E. K., Weigand, H., Mc kee, M. C., & Das, H. (2013). Positive leadership and employee well-being. *Journal of Leadership & Organizational Studies*, 20(1), 107-117.
27. Lamsa, A. M., & Keranen, A. (2020). Responsible leadership in the manager–employee relationship. *South Asian Journal of Business and Management Cases*, 9(3), 422-432.
28. Marescaux, E., De Winne, S., & Forrier, A. (2019). Developmental HRM, employee well-being and performance: The moderating role of developing leadership. *European Management Review*, 16(2), 317-331.
29. Marques, J. (2015). The changed leadership landscape: What matters today. *Journal of Management Development*, 34(10), 1310-1322.
30. Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M. (2012). Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of management journal*, 55(1), 151-171.
31. Merdiaty, N., Omar, K., Saputra, J., & Bon, A. T. (2021). A Review of Resilience and Well-being in Human Resource Management Perspective Literature. In *11th Annual International Conference on Industrial Engineering and Operations Management* (pp. 4135-4149).
32. Parker, G. B., & Hyett, M. P. (2011). Measurement of well-being in the workplace: The development of the Work Well-Being Questionnaire. *The Journal of nervous and mental disease*, 199(6), 394-397.
33. Pathak, P., & Jha, S. (2023). Theories, constructs and contexts in responsible leadership: a future research agenda. *Benchmarking: An International Journal*.
34. Pless, N. M., & Maak, T. (2012). Responsible leadership: Pathways to the future. *Responsible leadership*, 3-13.
35. Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. *Global Business Review*, 23(2), 385-407.
36. Rahman, I. U., & Tahseen, M. (2023). Analyzing Employee well-being in Corporate sec-tors: data insights and statistical findings. *Indian Scientific Journal of Research in Engineering and Management*, 7(03).
37. Rahimnia, F., & Sharifirad, M. S. (2015). Authentic leadership and employee well-being: The mediating role of attachment insecurity. *Journal of Business Ethics*, 132, 363-377.
38. Dutraj, R., & Sengupta, P. R. (2022). Employee Well-Being and Influences of it's various Factors. *Asian Journal of Management*, 13(4), 335-344.
39. Batool, S., Ibrahim, H. I., & Adeel, A. (2024). How responsible leadership pays off: Role of organizational identification and organizational culture for creative idea sharing. *Sustainable Technology and Entrepreneurship*, 3(2), 100057.
40. Sara Aghvami, S., Shandiz, H. T., & Jahed Motlagh, M. R. (2012). Efficiency Enhancement through Decision Support Based on Data Mining. *Advanced Materials Research*, 403, 942-947.
41. Buchko, A. A. (2007). The effect of leadership on values-based management. *Leadership & Organization Development Journal*, 28(1), 36-50.
42. Waldman, D. A., & Galvin, B. M. (2008). Alternative perspectives of responsible leadership. *Organizational Dynamics*, 37(4), 327-341.
43. Miao, Y. J., & Wang, Q. H. (2009). An empirical study on social well-being. *Journal of Gannan Normal University*, 30(4), 76-81.
44. Youssef-Morgan, C. M., & Luthans, F. (2015). Psychological capital and well-being. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 31(3), 180–188. <https://doi.org/10.1002/smi.2623>.