Role of Psychological Safety and Reputation in the Relationship between Ethical Leadership and Employee Engagement

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Abstract: *The present research explores psychological safety (PS), organizational reputation (OR), and their impact on the employee engagement (EE), and the extent of ethical leadership (EL). The organization provides statistical and demographic data for the study using a quantitative research methodology. To produce correlation tables and descriptive statistics, the data is processed and examined using IBM's SPSS and Smart-PLS Software. Based on the research study, positive correlations exist between EE and OR, PS as well as EL. The results point out specific areas where the organization performs exceptionally well and areas that need work. For EL and EE, it is crucial to promote PS and ensure a strong and stable organization's image. These elements are required to raise employee satisfaction and overall organizational productivity. The findings give the company useful information for putting PS and reputation-building strategies into practice, which will raise EE and EL.*

Keywords: *Ethical Leadership, Employee Engagement, Psychological Safety, Organizational Reputation, Management, Organizational Productivity, Employee Satisfaction, Quantitative Research, IBM SPSS, Descriptive Statistics.*

Introduction

An ethical leadership is a type of leadership that is characterized by honesty, fairness, and integrity (Lleo et al., 2023; Derfler-Rozin & Park, 2022; Enwereuzor et al., 2020). This study emphasizes the connection between EL and EE in contrast to PS and reputation. More ethically strong leadership personalities Keep the workflow ongoing and productivity high (Hasibuan & Azmy, 2022; Bartley & Daiker, 2022). Ethical leaders are committed to doing what is right despite being difficult. They usually create an excellent working environment and culture that enhances trust, respect, and positivity (Sarwar et al., 2020; Bhatti et al., 2021; Knights, 2022). The critical aspect of this investigation is focused on researching how reputation can improve employees' PS. The research reviews various previous studies on this topic and analyzes the data from multiple sources so that the findings are clear enough to demonstrate the corresponding research topic. The SPSS tool along with Smart-PLS was used for analyzing the

statistical data for this research topic regarding better interpretation. As the quantitative data is available, the research is based on the statistical input of numbers, age, and working hours. An outline of EL and its importance in corporate environments is given in this research. It is well known that moral leaders cultivate a trust and respect in the workplace (Wong et al., 2020; Eluwole et al., 2022). According to earlier research (Joplin et al., 2021; Dey et al., 2022; Asif et al., 2022),EL plays a critical role in raising EE and productivity. Numerous outcomes related to the workplace have been demonstrated to benefit greatly from EL. According to Mazzetti and Schaufeli (2022), there is a partial mediating effect of personal resources in the relationship between engaging leadership and increased work engagement and team effectiveness. Team resources are another way that collective views of engaging leadership increase team effectiveness. Likewise, work-life balance and job satisfaction are highly impacted by EL (Al Talay et al., 2023). Moreover, EL and culture contribute to the workers' well-being and their job satisfaction, motivation, and business profitability (Sarwar et al., 2020). Mostafa and Abed El-Motalib (2020) noted that effective leadership invigorates work engagement since it enhances employees' appreciation of the importance of their work. Even though EL is well-known to have advantages, little is known about how PS and reputation affect the relationship between EL and EE. This study looks at how these factors interact in an attempt to close this gap. This research focuses on how organizations can improve their employees' psychological trust and respect in contrast to EL (Fransen, 2020). Specifically, this study aims to:

1. To investigate the connection between moral leadership and worker engagement.

2. To look into how PS functions as a mediator in this relationship.

3. To investigate how reputation affects the connection between moral leadership and worker engagement.

4. To analyze statistical data to support the findings.

Since it discusses how PS and reputation can affect EE through EL, this research is significant because it sheds light on an important area of organizational behavior. These are relationships that organizations can take into consideration in developing plans that will enhance the productivity and welfare of their workers. The implications of the findings of the research are expected to benefit other broader fields of leadership and organizational psychology. An examination of PS, reputation, and EL in organizational settings is all included in this study. Thus, using the SPSS tool, the study will exclude qualitative data and focus only on quantitative data such as engagement levels, age, and working hours among employees.

The paper is structured as follows: Section 2 presents some potential hypotheses following a review of the prior studies. The research design and methodology are explained in Section 3. In Section 4, the findings are scrutinized and juxtaposed with those of previous investigations. The suggestions for the real-world implementation of the research findings are given in Section 5. Field implications, conclusions, and limitations & future directions are summed up in Sections 6, 7, and 8.

Literature Review

As mentioned by Thibaut (2017), social exchange theory is a social science theory, and in social interaction, there are elements of rewards, sacrifice, and benefit. Social exchange theory is useful in explaining how the levels of trust and participation when it comes to organizations are gentled by EL (Pangayom and Kusmaningtyas, 2023; Slack et al., 2015). Ethical leaders characterize integrity, fairness, and concern for their followers, and this will lead to the possibility of developing excellent leader-member exchange relationships (Ye et al., 2023). The followers become more inclined to develop a very strong sense of trust and responsibility

towards their leaders and the whole organization when they realize that the leaders are supporting them through the provision of resources such as informational, material, and interpersonal resources. This mutually dependent relationship, by its social exchange basis, encourages workers to work more intensively with their work and the realization of the organizational objectives (Cole et al., 2002; Raineri et al., 2016). Empirical evidence supports the argument that EL, through social exchange mechanisms, encourages innovative work behaviors and enhances satisfaction among workers in their jobs (Pangayom & Kusmaningtyas, 2023; Prihandaka et al., 2022). EL releases the full potential of a workforce by fostering a culture of mutual respect, trust, and mutual support for better organizational outcomes. In addition, equity theory further legitimizes the potential of EL with regard to having attitudes and behaviors at work that are pro-organization by employees (Touma, 2022; Dao, 2020). In a high-quality leader-member exchange, there is also equality and reciprocity that goes on, which aligns perfectly with the best effective EL. The definition of EL is the process of inspiring followers by exhibiting ethical conduct in one's own actions and interpersonal interactionsto adopt similar behavior through dialogue, reinforcement, and decision-making(Mihelic et al., 2010; Stouten et al., 2012; Den Hartog, 2015). Values of EL include the fact that by being ethical in the workplace, employees are encouraged to be safe and grow to be more trusting and productive (Baquero, 2023). Evaluating different theoretical perspectives associated with EL, it is possible to discuss social learning theory that indicates that people learn proper behavior by observing leaders (Madison & Eva, 2019). Previous investigations conducted on this topic show that EL is a key determinant of organizational performance. Maximo (2019) found that ethical leaders create a good working environment that motivates and satisfies employees. As a result, the employees also tend to concentrate on the working environment. Wu et al. (2018) found that EL is strongly connected and associated with reputation, which was the central aspect that positively impacted EE. The emotional attachment that staff members have to their company is referred to as EE, and it affects their willingness to put in extra effort at work (Saks, 2006). This has also been found to mean a better level of performance, accompanied by low turnover and greater productivity (Turner, 2019). EE can lead to increased productivity. If employees are engaged with their work, they are likely to be more productive, and that can lead to profitable revenue for the organization. Engagement of employees is done by maintaining a good working culture, PS, and reputation (O'Donovan and McAuliffe, 2020). Furthermore, there are other reasons for EE. Factors like communication barriers, empowerment misuse, and a lack of reward and recognition can also be reasons for low EE and a toxic work environment (Milliken, 2015). A common conviction that interpersonal risk-taking is safe within the team is known as PS. It involves usually being able to ask for explanations, admit mistakes, or express ideas within a team without the risk of receiving negative consequences (Edmondson et al., 2004). PS can be preserved in the workplace when ethical leaders set the example. As a result, managers need to treat each employee fairly, openly, and with accountability (Bai, 2019; Ababneh & O.M.A., 2021). Furthermore, a desirable component for EE is reputation. Studies reveal that the reputation of the company and the PS of the workforce are significantly impacted by moral leadership (Obrenovic, 2020). In other words, it can be said that EL could very possibly be a key factor in leading EE by creating an environment that is more respectful and psychologically safe. For better understanding, a study by Changes et al. (2017) found that EL is the key factor for generating trust and self-efficiency. The working environment is directly linked with

reputation and PS because if an employee faces a bad working culture, their reputation in the organization decreases due to a lot of PS issues (Chanana & Sangeeta, 2021). Deductions in PS can reduce engagement in the work. It is essential to share ideas and collaborate in a working environment (Anser, 2021). On the other hand, if the respect of the employees is on the downside, then the whole working environment gets affected. There is existing research that explains the relationship between PS and respect. A study by Edmondson (1999 found that PS is important for a working environment and has a positive association with team performance. Another survey by Desert and Burris (2007) found that an employee's creativity grows with the working culture, which is positively associated with PS. The general opinions about an organization's capacity to satisfy its stakeholders are referred to as its reputation (Neville et al., 2005). The quality of products and services, stakeholder engagement, EL, and corporate social responsibility are some of the factors that determine an organization's reputation. Conversely, individuals and their perspectives on the organization and culture affect the reputation of a workstation. A positive reputation can enhance trust, respect, and cooperation among the employees in an organization. Research demonstrates how important trust is to the dynamics of organizations. Further studies by Dutton et al. (2001) suggest that commitment to the work of an employee is directly associated with reputation. Another study by Caza et al. (2010) found that an employee's identification with the organization depends on respect and reputation toward the work and working environment. Respect for the organization is crucial; Dhir, Tandon, and Dutta (2024) demonstrate this by connecting it to improved performance via elevated employee self-worth and affiliation with the organization. According to Mishra (2007), internal communication leads to improved employee trust, hence commitment to the

company, and this is good for the company's image. Yadav et al. (2018) used an empirical research study to show that increased employee trust leads to a further impression of CSR, which is also a critical component of the brand. Yan et al. (2022) also provides evidential support for these conclusions, indicating that employee-centric CSR approaches increase trust while strengthening a business's image, which is beneficial for furthering organizational sustainability. Hiring ethical leaders can help an organization build a better work environment. Creating a psychologically safe environment can enhance the working potential of employees (Lyman, 2020). As a result, the employees will feel confident in their work and ask questions freely. They will also create a good working culture of trust and respect (Guo, 2019). The formation of a positive reputation can be done by behaving ethically and responsibly. By taking these steps, organizations can build a positive work environment that can build trust and PS in their employees (Iqbal, 2020). Although previous literature has addressed how each of the above concepts has a direct impact on the level of EE, the combined influence of these concepts has not yet been investigated. Building on the literature review, the following hypotheses are proposed:

➢ H1: EL is positively related to PS.

➢ H2: EL is positively related to EE.

➢ H3: PS is positively related to EE.

➢ H4: OR is positively related to EL.

➢ H5: OR is positively related to EE.

Methodology

The methods employed in the study are covered in this section, including how the questionnaire was made, population and sampling procedures, data collection methods, and descriptive statistical analysis. The conceptual model is displayed in its entirety in Figure 1.
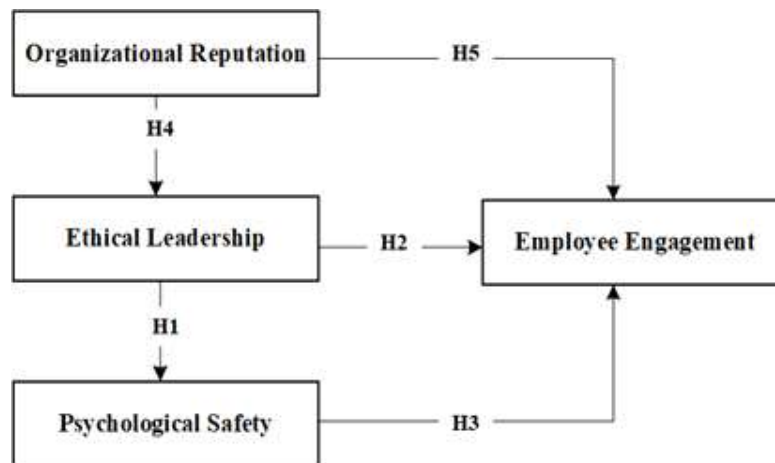
Figure 1: Conceptual Model

Population and Sampling

The subject population for this research study is made up of employees from different organizations. There were 136 questionnaires filled out, and random sampling was used to ensure all employees had an equal chance of expressing themselves. The sample consisted of employees with different age groups and genders, education level, status, rank, and years of service. This approach gives a holistic view of research testing the hypothesis of EL on the level of EE depending on demographic characteristics (Asif, 2020).

Questionnaire Development

Ethical leadership, PS, OR, and EE are the four main constructs that the study's questionnaire was designed to assess. Items taken from established scales in the literature were used to operationalize each construct. About the research constructs, the questionnaire items were created to elicit the respondents' perspectives and experiences. To facilitate quantitative analysis, a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used to measure the items (see Table 1).

Table 1: Construct Operationalization

S/No	Constructs	Items	References
1	Ethical Leadership	My immediate supervisor demonstrates ethical behaviour consistent	Maximo (2019); Obrenovic (2020)
		My immediate supervisor provides clear guidance on ethical issues	
		My immediate supervisor encourages open communication about ethical concerns	
		My immediate supervisor acts in the best interest of employees and the organization	
		My immediate supervisor treats employees fairly and respectfully	
		My supervisor is transparent and honest in their interactions with employees	
		My supervisor takes responsibility for their actions and decisions	

2	Psychological Safety	I feel safe to voice my opinions and ideas without fear of negative consequences	Edmondson (1999); Anser (2021)
		I believe that mistakes are treated as learning opportunities rather than punished	
		I feel comfortable asking for help or seeking feedback from my colleagues or superiors	
		I trust that my contributions and suggestions are valued and respected	
		I feel psychologically safe in taking interpersonal risks within my team or department	
		I believe that my organization values and encourages diverse perspectives	
3	Organizational Reputation	My organization has a positive reputation in the industry or community	Dutton et al. (2001); Caza et al. (2010)
		My organization is known for its ethical and responsible practice	
		The reputation of my organization influences how I feel about working here	
		I believe that the reputation of my organization affects its long-term success	
		I feel proud to be associated with my organization	
4	Employee Engagement	I feel proud to be associated with my organization.	O'Donovan and McAuliffe (2020); Chanana and Sangeeta (2021)
		I am motivated to give my best effort in my work	
		I feel a sense of belonging & connection to my organization	
		I am committed to the goals & values of my organization	
		I am satisfied with my job & find it fulfilling.	
		I actively seek opportunities to contribute & improve my work.	
		I feel a sense of pride & ownership in my work.	
		I am motivated to go above & beyond what is required in my job.	

Descriptive Statistics

Descriptive statistics were used to compile the participant demographic information as well as their responses to the questionnaire items. These statistical analyses allowed for the identification of the measures of central tendencies and variability from the data. The demographic variables included age, gender, education, employment position, years of service, industry, job role and organizational Size in the organization. Any trends or abnormalities in the data that might have an impact on further analyses were also made easier to find by the descriptive analysis.

Table 2: Demographic Profile of Participants N= 136

Characteristic	Category	Frequency	Percent
Age	21-30	72	52.9
	31-40	56	41.2
	41-50	8	5.9
Gender	Female	104	76.5
	Male	32	23.5
Educational Qualification	Degree	80	58.8
	Diploma	24	17.6
	Post Graduation	32	23.5
Job Position/Title	Junior Staff Nurse	56	41.2
	Others	8	5.9
	Senior Staff Nurse	40	29.4
	Team Leader	32	23.5
Experience	0-2 years	72	52.9
	2-5 years	32	23.5
	5-10 years	24	17.6
	More than 10 years	8	5.9
Industry	Healthcare	136	100
Job Role	Nursing/Clinical Support	96	70.60%
	Administrative/Support	40	29.40%
Organizational Size	Small	64	47.1
	Medium	48	35.3
	Large	24	17.6

Source: Self-Calculated

From the demographic analysis, it has been observed that out of the 136 respondents in the survey, 53% belong to the group of 21 to 30 years, 41% belong to the group of 31 to 40 years, and 6% belong to the group of 41 to 50 years, and no employee in the organization is above 50. 76% of the total workforce is female, and the rest, 24%, is male. 41% of them are junior staff nurses, 29% of them are senior staff nurses, 24% of them are team leaders, and 6% of them are designated to others. 59% of them have a college degree, 23% of them are postgraduates, and 18% of them are diploma holders. 69% of them have less than 2 years of working experience in the organization, 23% have 5 to 10 years of experience, and 8% of them have more than 10 years of working experience in the organization. The entire sample comprised health professionals (100%), of whom 70.6% were in nursing or clinical support roles and 29.4% in administration/ support. Relating to the size of the organization, nearly half (47.1%) reported working in small organizations with less than 50 employees, 35.3% in medium-sized organizations with 51-200 employees, and 17.6% in large organizations with more than 200 employees. This group gives insight into some of the varying operational settings within the healthcare service domain.

Data Analysis

This research investigates and validates the constructs of the conceptual model using IBM-SPSS. To evaluate the latent constructs' validity and reliability and to determine the causal relationships using "structural equation modeling" (SEM), the model made use of "confirmatory factor analysis" (CFA) (Hair et al., 2014). A significant advantage of SEM is

its ability to examine relationships between latent variables while minimizing errors (Hair et al., 2021). Based on this understanding, it was decided to employ a statistical tool called Smart PLS to analyze the causal effects. Smart PLS is useful in measurement and structural model assessment because it applies the Partial Least Squares (PLS) method, which is also applicable in SEM analysis (Hair et al., 2012). PLS-SEM has recently been adopted because it allows for the assessment of the model fit in real-life settings, which are far from normal distribution, as well as the manageable sample size, which ranges from small to medium. Hair et al. (2011).

Results

Evaluation of the Measurement Model

The measurement model reveals significant factor loadings for all constructs. EL items range from 0.755 to 0.930, with weights between 0.137 and 0.194, all p-values < 0.000. PS items range from 0.421 to 0.927, with weights between 0.098 and 0.270, all p-values < 0.000. OR items range from 0.703 to 0.851, with weights between 0.180 and 0.307, all p-values < 0.000. EE items range from 0.752 to 0.954, with weights between 0.101 and 0.149, all p-values < 0.000. Therefore, construct's the reliability and validity established in these results appear to be highly reliable.Figure 2 shows the Measurement Model.
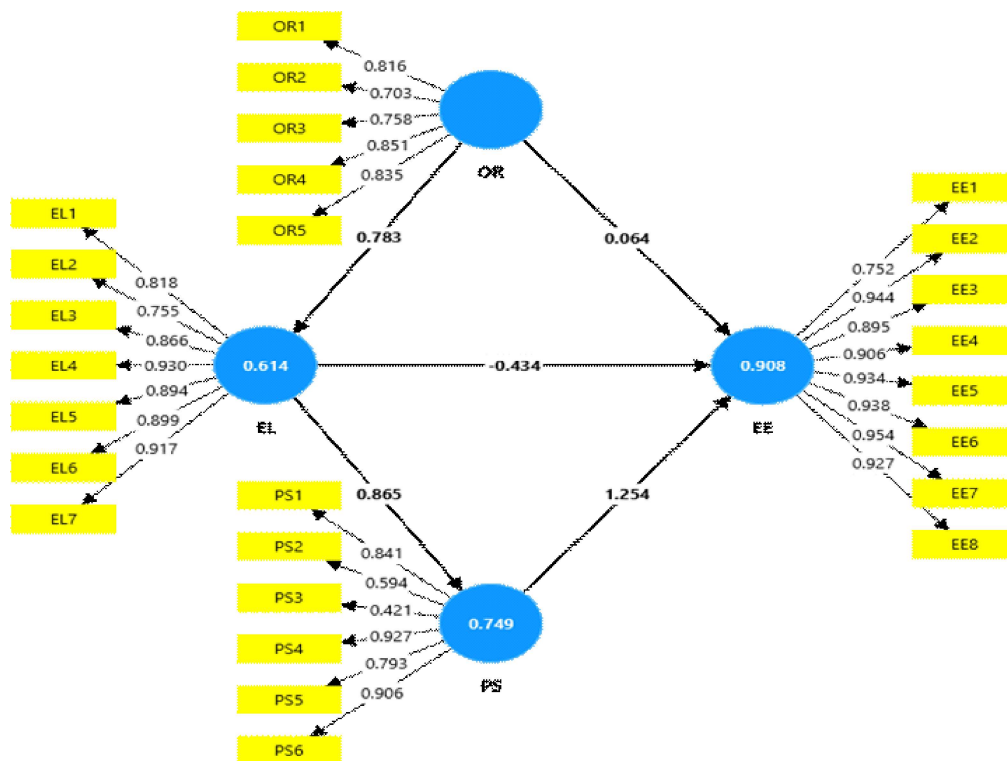

Figure 2: Measurement Model with Factor Loadings

Cronbach's Alpha (CA): The CA method was used to assess the instrument dependability of the survey. The findings in Table 3 show that the measurement scales have highly significant validity; the corresponding values for EL, PS, OR, and EE are 0.946, 0.846, 0.855, and 0.969. According to Hinton and Brownlow (2004), the

investigation was deemed satisfactory based on the suggested CA range of 0.7 to 0.9.

Composite Reliability (CR): When internal CR values are at least 0.7, they are considered sufficient. This analysis shows that CR values fall between 0.7 and 0.9 (Table 3).

Convergent Validity (AVE): Fornell and Larcker (1981) state that an AVE must have a minimum threshold of 0.50. Table 3 illustrates the investigation's AVE range, which was 0.50 to 0.80.

Variance Inflation Factor (VIF): VIF is a multicollinearity analysis tool. Strong correlations between exogenous variables give rise to the collinearity problem. Data noise and erroneous conclusions could result from it. Table 3 indicates that there was no multicollinearity based on Hair Jr et al. (2021) guidelines, as the VIF scores were less than 5.0.

Fornell Larcker criterion: Table 4 shows that there is good discriminant validity because each diagonal value represents the square root of the AVE and is greater than the inter-construct correlations. This implies that every construct is unique in relation to the others.

Table 3: Measurement Model

Constructs	Items	Loading	Weights	p-values	CA	CR	AVE	VIF
Ethical Leadership (EL)	EL1	0.818	0.154	<0.000	0.946	0.952	0.757	2.239
	EL2	0.755	0.137	<0.000				
	EL3	0.866	0.174	<0.000				
	EL4	0.930	0.166	<0.000				
	EL5	0.894	0.168	<0.000				
	EL6	0.899	0.153	<0.000				
	EL7	0.917	0.194	<0.000				
Psychological Safety (PS)	PS1	0.841	0.239	<0.000	0.846	0.897	0.591	1.360
	PS2	0.594	0.185	<0.000				
	PS3	0.421	0.098	<0.000				
	PS4	0.927	0.270	<0.000				
	PS5	0.793	0.205	<0.000				
	PS6	0.906	0.260	<0.000				
Organizational Reputation (OR)	OR1	0.816	0.209	<0.000	0.855	0.874	0.631	2.381
	OR2	0.703	0.180	<0.000				
	OR3	0.758	0.264	<0.000				
	OR4	0.851	0.307	<0.000				
	OR5	0.835	0.289	<0.000				
Employee Engagement (EE)	EE1	0.752	0.101	<0.000	0.969	0.974	0.825	1.018
	EE2	0.944	0.140	<0.000				
	EE3	0.895	0.130	<0.000				
	EE4	0.906	0.139	<0.000				
	EE5	0.934	0.144	<0.000				
	EE6	0.938	0.148	<0.000				
	EE7	0.954	0.145	<0.000				
	EE8	0.927	0.149	<0.000				

Source: Self-Calculated Using SmartPLS-4

Table 4: Discriminant Validity

	EE	EL	OR	PS
EE	**0.908**			
EL	0.701	**0.870**		
OR	0.74	0.783	**0.794**	
PS	0.93	0.865	0.81	**0.769**

Correlations

As can be seen in Table 5, the correlation results for the constructs reveal that they have strong and significant relationships. EL is highly correlated with PS (r = .833, p < 0.01), which suggests that PS strongly improves due to well-developed, strong EL. Further, EL is also found to be strongly correlated with OR (r = .742, p <

0.01) and EE (r = .702, p < 0.01), which indicates that both sides are positively affected. PS also runs very strongly with EE (r = .893, p < 0.01), which again provides strong support for the argument that PS is a component of EE. All correlations were significant at the 0.01 level, suggesting very strong relationships between variables.

Table 5: Correlations Results

Construct	Category	EL	PS	OR	EE
EL	PC	1	.833**	.742**	.702**
	Sig.		0.000	0.000	0.000
PS	PC	.833**	1	.728**	.893**
	Sig.	0.000		0.000	0.000
OR	PC	.742**	.728**	1	.718**
	Sig.	0.000	0.000		0.000
EE	PC	.702**	.893**	.718**	1
	Sig.	0.000	0.000	0.000	
**. Correlation is significant at the 0.01 level (2-tailed).					

Note* Ethical Leadership (EL), Psychological Safety (PS), Organizational Reputation (OR), Employee Engagement (EE), Pearson Correlation: PC, Significance (2-tailed): Sig.
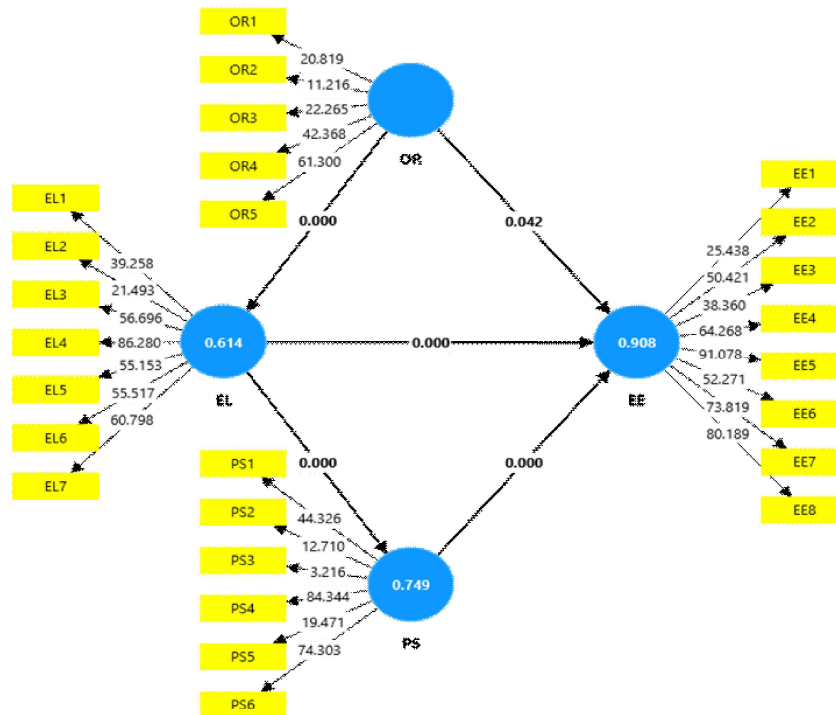

Figure 3: Structural Model with T-value

Hypothesis Testing

The model is evaluated for testing hypotheses once the variables' validity and reliability have been established. Using a resample of n = 5000, a bias-corrected bootstrapping technique was used to test the hypothesis and presumptive model. Outcomes include metrics like beta, p-value, and t-value in addition to common testing hypotheses. A model of PLS-SEM bootstrapping is presented in Figure 3.

The path analysis results using bootstrapping reveal significant relationships among the constructs (Table 6). EL positively impacts EE with a high t-statistic of 7.05 (p < 0.001). EL positively influences PS significantly, with a β of 0.865, a very low SD of 0.023, and a t-statistic of 37.259 (p < 0.001). OR positively affects EE, although the impact is weaker, with a β of 0.064, an SD of 0.031, and a t-statistic of 2.034 (p = 0.042). Additionally, OR strongly influences EL, with a β of 0.783, an SD of 0.033, and a t-statistic of 23.481 (p < 0.001). Finally, PS has a substantial positive effect on EE, with a β of 1.254, a SD of 0.047, and a t-statistic of 26.553 (p < 0.001). These results underscore the critical roles of EL, PS, and OR in shaping EE.

Table 6: Path Analysis using Bootstrapping

Relationship	O	M	SD	T statistics	P values
EL -> EE	-0.434	-0.437	0.062	7.05	0
EL -> PS	0.865	0.866	0.023	37.259	0
OR -> EE	0.064	0.067	0.031	2.034	0.042
OR -> EL	0.783	0.785	0.033	23.481	0
PS -> EE	1.254	1.252	0.047	26.553	0

Path Coefficient (β), Sample mean (M), Standard deviation (SD)

Discussion

Tables 5 & 6 and the figures provided in the paper above are extremely significant to understanding the relation between all the main hypotheses and their significance on the related attributes of work culture in the organization. The four main classifications of the facets in the organization are EL, PS, OR, and EE; these are all part of the non-demographic anonymous findings. The demographic details included age, gender, educational qualification, job position/title, and work experience in the organization (Rasool et al., 2021). The demographic data of the survey helps in understanding the staff and employees working in the organization because each demographic factor will have a different level of influence. The percentage of junior to senior staff nurses is 41% to 24% which is an adequate amount. Usually, in any organization, most workers are fresher's; thus, there is a net total of 69% of staff who have less than two years of working experience in the organization.

Table 7: Hypotheses Status

Hypotheses	Status
H1: EL->PS	Empirically Supported
H2: EL-> EE	Empirically Supported
H3: PS-> EE	Empirically Supported
H4: OR-> EL	Empirically Supported
H5: OR-> EL	Empirically Supported

All of the suggested relationships have substantial empirical support, according to the analysis of the hypotheses. According to H1, EL and PS have a positive relationship. This linkage has theoretical backing, and research studies have confirmed that moral leadership fosters the development of a psychological capital of work people and their workplaces (Decuypere& Schaufeli, 2020). Transparency and fairness result in trust within the environment, hence improving PS (Edmondson, 2004). EL fosters open communication that enables workers to raise their concerns, thus improving PS (Walumbwa & Schaubroeck, 2009). EL will also reduce the fear of failure due to the consequences resulting from making mistakes, as mistakes become learning opportunities and pave a doorway for innovation and safety (Demirtas &Akdogan, 2015). Ethical leaders also create psychological capital, such as resilience and optimism, which automatically results in enhanced PS at work (Decuypere& Schaufeli, 2020). The role of individual differences and organizational climate as possible mediators or moderators in the relationship between EL and PS needs. For example, the personality traits of the employees and the dominant organizational culture determine the interpretation and effectiveness of the provided form of EL at eliciting PS. It may, therefore, bring deeper insight into how such varied contexts may be served better by tailoring the approach to EL to enhance PS.

H2 indicates that EL and EE have a positive relationship. The data, which indicates that moral leadership practices raise EE, also supports this (Zeng, 2020). According to H3, PS has a beneficial impact on EE. The results support this theory by showing that EE is greatly increased in a psychologically safe work environment (Asif, 2020). According to H4 and H5, OR has a positive impact on EE and EL, respectively. The two hypotheses are also substantiated by research findings, which show that a high OR is linked to a high level of EE in addition to enhancing EL.

Implications

EL is the best way for companies to promote EE and PS. Organizations should be trained on EL traits in current and potential leaders. Training on proper communication, fair procedures, integrity, and transparency provides a leader with a chance to make the workplace conducive for an employee. This would lead to the emergence of leaders who make ethical decisions and ensure the welfare of their subordinates. There should be effective communication channels. In such an environment, employees' ideas, concerns, and feedback need not fear retaliation. The culture of regular feedback sessions, anonymous surveys, and open-door policies encourages dialogue and goes forward with the idea that the top hierarchy values the input of the employees. This psychology of safety alone builds a positive context overall. Building trust at work requires a culture of PS as a critical factor. Leaders must be fair, honest, and respectful at all times to all employees. In this way, the company can re-emphasize the importance of working with employees who have trust and integrity in the workplace, because these employees can ensure that the workplace is safe and respected for them. EL strives for vulnerability, apology, and learning from mistakes. It will develop a tendency to take risks and worry without fear of 'what happens if things go wrong'. Failure becomes an acceptable part of life when it is tolerated and learned from, leading to innovation and engagement throughout the organization. Companies increase PS by providing counseling, mentoring, and training on how not to cause or resolve conflict. Such support structures empower employees to deal with issues that come their way, and they generally feel safer when they are in the organization. Such support structures empower employees to deal with issues that come their way and generally feel safer to be within the organization. This improves engagement because employees feel they can get their work done.

Conclusion

The above study has been a great actual survey representation of the inner workings of the hospital-based administrative nursing system. Surveys are a very useful tool that has been utilized in this research study, and the outcomes

are presented above. Therefore, both the statistical and demographic tools have been used and analyzed in the paper on four different following facets of the organization, such as leadership, psychological aspects, reputation and brand value along with EE in the organization. The whole research was based on the demographic data provided, such as age, gender, qualification, and work experience of the organization's staff, and the statistical questions. There have been some significant relationships between factors such as the leadership of the immediate supervisor and how secure the employee feels in the organization based on leadership. Among psychological facets, organizations' respect towards staff and employees has led to greater satisfaction among employees. The reputation facet featured a strong correlation between brand image and how much employees like working in the organization, which in turn positively influenced the employees to do their work with greater enthusiasm and care. The study demonstrates the critical role that EL plays in fostering PS and EE inside firms. Morally sound supervisors create work environments where employees feel free to express themselves and offer their all. Because corporate reputation has a beneficial effect on moral leadership and EE, it also highlights the importance that the larger organizational context has in influencing these results.

Limitations and Future Direction

To assess the results of the study, it is crucial to explain a number of limitations. First, the primary limitation of this study design is the cross-sectional nature, which does not allow causality to be derived between variables. The findings of this study cannot be generalized to all organizational contexts, especially those having varied cultural or industrial backgrounds. It is possible to achieve better understanding of the temporal dynamics either with the help of the experimental or longitudinal study. A need for replication in various contexts is suggested by the possibility that the generalizability of findings may differ across various organizational contexts

and cultures. There are multiple directions that future research could go. First, more in-depth understanding could be gained by looking into the ways moral leadership fosters PS, which in turn raises EE. Future research with longitudinal or experimental designs would better clarify causal relationships. Further research would do well to extend this study to different environments to validate these findings and hence extend them to have more varied applicability across sectors. The mediation and moderation roles of individual differences, like personality traits, emotional intelligence, and organizational climate factors, in the relationship between EL and PS need to be established by future studies. Subsequently, investigating the limits (industry-specific variables, organizational magnitude) within which these associations are valid may have useful consequences for organizational procedures and leadership training. Our comprehension of these intricate relationships may be further improved by looking at the function of additional potential mediators or moderators, such as individual differences or organizational climate.

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