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Effect of sustainable leadership practices on employee well-being at tour operators: The mediating role of job satisfaction

Tamer Hamdy Ayad[1*], Miral Ahmed Dwedar[2], Musaddag Elrayah[3]

[1,3]*Management Department, College of Business Administration, King Faisal University, 380 Al-Ahsaa, Saudi Arabia.*
[2]*Tourism Studies Department, Faculty of Tourism and Hotels, Suez Canal University, 41522 Ismailia, Egypt.*

Corresponding author: Tamer Hamdy Ayad (*Email: tayad@kfu.edu.sa*)

Abstract

This study aims to explore how sustainable leadership practices affect employee well-being at tour operators in Saudi Arabia and Egypt's tourism context. It attempts to tackle issues such as those listed in the Sustainable Development Goals (SDGs) of the UN. Additionally, it seeks to understand the mediating role of job satisfaction between the study's two main variables. Data were collected from 453 employees at tour operators in Saudi Arabia and Egypt and analyzed using descriptive statistics in Excel and SPSS, while PLS-SEM was employed to assess direct and indirect relationships between variables and test research hypotheses. The findings uncovered significant positive direct relationships between all sustainable leadership practices factors and employee well-being factors. Moreover, the study revealed that job satisfaction acts as a mediator in all direct relationships. These findings offer valuable insights for decision-makers at tour operators, enabling them to create an environment where employees feel valued, empowered, and aligned with the company's core values. Furthermore, it provides a helping hand to build a resilient, engaged, and loyal workforce.

Keywords: Employee well-being, job satisfaction, leadership practices, sustainable leadership.

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1. Introduction

The procedure of leadership involves leaders and subordinates interacting and trying to change the behavior of the latter to achieve organizational objectives [1]. In addition to a leader's talents and abilities, acting as a sustainable leader also requires a leader's ongoing attention to progress and level of support [2].

One of the most difficult and quickly expanding aspects of an organization is managing sustainability [3]. In recent years, corporate sustainability has experienced significant growth as businesses, investors, and consumers alike have focused on this increasingly important issue [4]. Following the release of the Brundtland Report by the World Commission on Environment and Development, the topic of sustainability has garnered increased focus in academic and professional literature. A variety of businesses, researchers, and media outlets have deliberated, cited, and debated different aspects of sustainability and sustainable development [5].

Sustainability theory's interrelated principles address finding a balance between environmental preservation, economic growth, and social justice. As long as strict environmental and social standards are followed, some economic growth or degrowth scenarios can result in sustainable development, according to the Sustainability Window (SuWi) paradigm [6]. Leading organizations toward long-term viability while tackling social, economic, and environmental issues requires sustainable leadership techniques. Successful executives use tactics that include sustainability in their organizational structures in various industries, such as mining, construction, healthcare, tourism, and education. These methods support larger societal objectives in addition to improving organizational effectiveness.

Investigation into the effects of sustainable leadership methods has manifested in various ways. Previous studies in the realm of sustainable leadership strategies have demonstrated numerous advantages, such as enhanced employee involvement and effective risk management [7]. In addition, researchers found that sustainable leadership practices are linked to sustainability and called this concept leadership for sustainability [8]. Although it is related to other relational leadership models that concentrate on systems change, leadership for sustainability is a relatively new area of academic study that goes beyond more conventional leadership approaches that emphasize internal organizational processes and outcomes within limited or closed systems. This encompasses a drastically broadened definition of leadership that enables anyone dedicated to altering their organizations, communities, and society at large in a lasting way to hold a leadership position [9].

This study aims to explore how sustainable leadership practices affect employee well-being at tour operators in Saudi Arabia and Egypt's tourism context. It tries to address challenges like those outlined in the United Nations' Sustainable Development Goals (SDGs), where SDG number 3 is centered on "good physical and mental well-being," which has received particular attention [10]. Three essential elements make up employee well-being: (1) mental wellness; (2) workplace wellness; and (3) subjective state of mind. Given its connections to employee performance and turnover, it was maintained that employee well-being is a crucial precondition for organizational well-being [11].

In addition, this research aims to understand the mediating role played by job satisfaction, which is considered one of the most researched job attitudes in industrial and organizational psychology is still job happiness [12]. According to many findings, employee performance is positively and significantly impacted by job satisfaction and loyalty [13].

One of the most significant areas of tourism research nowadays is the connection between tourism and economic growth [14]. This research is important because it focuses on the tourism sector in Egypt and the KSA. The study's target population consists of workers at Saudi Arabian and Egyptian tour businesses. It builds on the Sustainability leadership (SL) and sustainability theory, which are described as a complex and relevant phenomenon that can assist many types of businesses in becoming more environmentally conscious [15].

2. Literature Review& Hypotheses Development

2.1. Sustainable Leadership Practices and Employees' Well-being

The goal of sustainable leadership is to improve the lives of all stakeholders while generating current and future financial gains for a company [16]. Sustainable leadership entails making decisions over the long term, encouraging methodical innovation, building a devoted workforce, and offering top-notch goods, services, and solutions [17, 18]. Based on their knowledge of the new economic paradigm and business trends, leaders can more readily integrate their sustainability vision into the organization's development by integrating organizational and individual views. This is highlighted by sustainable leadership. This will support the development of a sustainable economic system as well as the organization's shift to sustainable business practices [19].

Since "well-being" has always been crucial to humankind's physical and mental development, the term is frequently employed in contemporary society [20]. Leaders have an impact on people's well-being as well as organizational development and processes [21]. The development of employees' life well-being (LWB), psychological well-being (PWP), and workplace well-being (WPWP) requires sustainable leaders. For instance, universal health coverage (UHC) aims to ensure that everyone has access to the best possible health care as a fundamental human right [22].

One of the sustainable development goals is to provide healthy lifestyles and promote wellbeing (WB) hence, sustainable leaders should concentrate on advancing employee WB [23]. Similar to transformational leaders, sustainable leaders include employees in decision-making and inspire and encourage followers by focusing on their needs. They use positive behaviors to guide others, which is consistent with good leadership [3].

Recent studies show that moral behavior, constructive leadership, and customized interventions are just a few of the ways that leadership practices have a big impact on workers' well-being. According to research, moral leaders help their staff members control their emotions, which improves their overall well-being [24]. Many studies found that the sustainable leadership practices have positively and significantly effect on employees' well-being. Furthermore, empowering leadership and other positive leadership practices are associated with better employee performance and wellness, especially in demanding settings like SMEs [25, 26]. The psychological and physical health of followers is greatly impacted by leadership. The well-being of leaders is essential to the well-being of followers. Leadership styles affect workers' job satisfaction. Managerial support and assistance at work have a favorable correlation with job satisfaction [27].

2.2. The Mediation Role of Job Satisfaction in the Relationship between Sustainable Leadership Practices and Employees' Well-Being

Numerous studies have been conducted on the topic of people's job satisfaction in a variety of organizations, including public health organizations [28]. The degree to which a person feels content, at ease, or happy in their position is referred to as job satisfaction. Employee commitment might be purposefully decreased if they are unhappy in their position [29, 30].

An atmosphere that increases job satisfaction is fostered by sustainable leadership, and this has a good impact on the well-being of employees [31]. Numerous studies that emphasize the significance of proactive behavior, trust, and organizational culture in moderating these effects corroborate this association [32].

Employee job satisfaction rises as a result of supportive work environments created by sustainable leadership techniques [33]. Because contented workers are more likely to display higher levels of well-being, job satisfaction acts as a mediator between sustainable leadership and employee well-being. It has been demonstrated that transformational leadership styles, which are frequently in line with sustainable practices, improve job satisfaction, which in turn improves general life satisfaction and well-being [34, 35]. Although job satisfaction is a major mediator, it is important to understand that other elements, including pay and work environment, also have a considerable impact on employee performance and well-being. This suggests that a holistic strategy is required for the best results [36].

Based on the above literature review, the following hypotheses have been formulated.

$H_{-1:}$ "FP" positively and significantly impacts "LWB".
$H_{-2:}$ "FP" positively and significantly impacts "WPWB".
$H_{-3:}$ "FP" positively and significantly impacts "PWB".
$H_{-4:}$ "FP" positively and significantly impacts "JS".
$H_{-5:}$ "HLP" positively and significantly impacts "LWB".
$H_{-6:}$ "HLP" positively and significantly impacts "WPWB".
$H_{-7:}$ "HLP" positively and significantly impacts "PWB".
$H_{-8:}$ "HLP" positively and significantly impacts "JS".
$H_{-9:}$ "KPD" positively and significantly impacts "LWB".
$H_{-10:}$ "KPD" positively and significantly impacts "WPWB".
$H_{-11:}$ "KPD" positively and significantly impacts "PWB".
$H_{-12:}$ "KPD" positively and significantly impacts "JS".
$H_{-13:}$ "JS" positively and significantly impacts "LWB".
$H_{-14:}$ "JS" positively and significantly impacts "WPWB".
$H_{-15:}$ "JS" positively and significantly impacts "PWB".
$H_{-16:}$ "JS" mediates the relationship between "FP" and "LWB".
$H_{-17:}$ "JS" mediates the relationship between "FP" and "WPWB".
$H_{-18:}$ "JS" mediates the relationship between "FP" and "PWB".
$H_{-19:}$ "JS" mediates the relationship between "HLP" and "LWB".
$H_{-20:}$ "JS" mediates the relationship between "HLP" and "WPWB".
$H_{-21:}$ "JS" mediates the relationship between "HLP" and "PWB".
$H_{-22:}$ "JS" mediates the relationship between "KPD" and "LWB".
$H_{-23:}$ "JS" mediates the relationship between "KPD" and "WPWB"
$H_{-24:}$ "JS" mediates the relationship between "KPD" and "PWB".

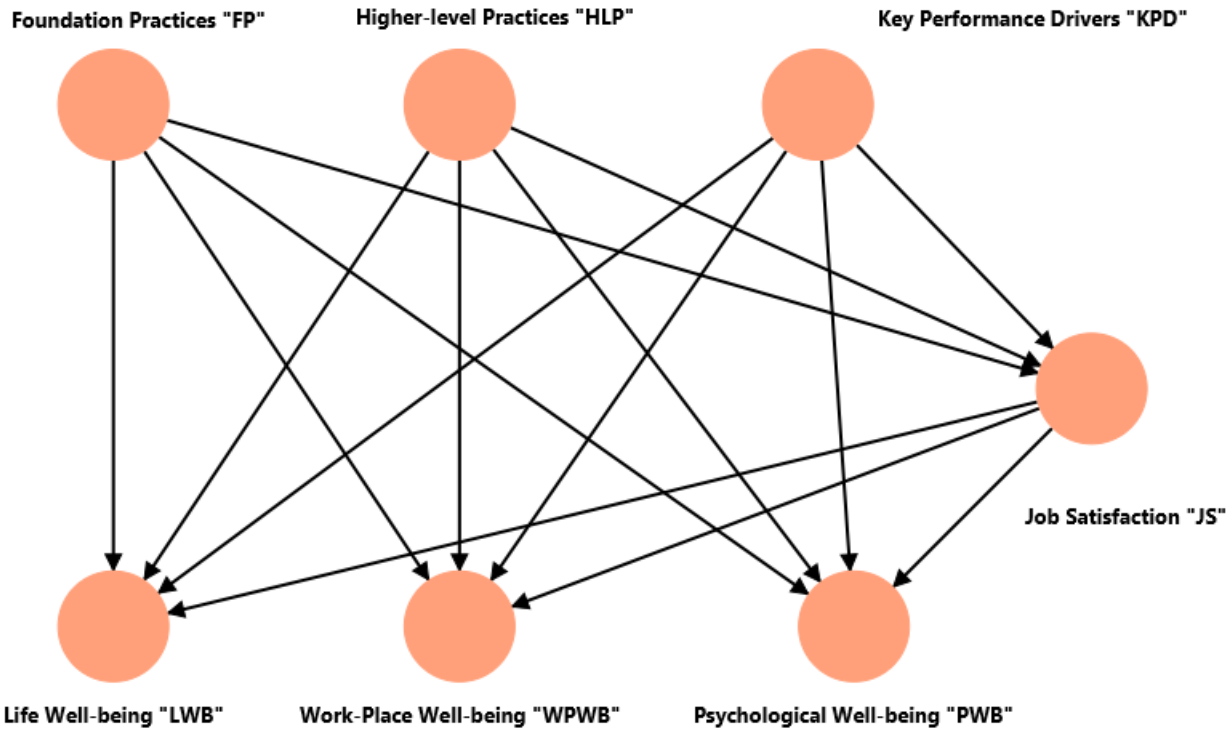

Figure 1.
Study Conceptual Framework.

3. Materials and Methods

3.1. Study constructs

The scale used in this study to measure the variables was based on the literature studies. The Sustainable Leadership Practices were measured through three factors, which are foundation practices (measured by 14 items), higher-level practices (measured by 6 items), and key performance drivers (measured by 3 items), adopted from Avery and Bergsteiner [16]. As for the Employee well-being, where measured through three factors which are life well-being (measured by 6 items), workplace Well-being (measured by 6 items), and psychological Well-being (measured by 6 items), adopted from Zheng et al. [37]. Regarding job satisfaction, it was measured by a 4-item scale adopted from Kim et al. [38].

3.2. Research Population and Sampling

The study focuses on employees at tour operators in Egypt and Saudi Arabia as the target population for the study. Given the difficulty in accurately determining accurate number of employees at 5-star hotels at the three countries, and following Veal's recommendations for large or undefined populations, the sample size is estimated based on a population of 20,000 individuals [39]. The suitable sample size was calculated using the Stephen Sampson's equation [40], yielding 377 responses.

3.3. Data Collection

The study employed self-administered questionnaires as part of its quantitative research approach to collect primary data. To ensure the efficiency and validity of the questionnaire, a panel of academics and experts in the field of tourism reviewed and revised the questionnaire. During February, March, April, and May 2024, the questionnaires were distributed to 502 employees working at tour operators. in the end, 453 completed surveys were returned, yielding a response rate of 90.2%, and were analyzed statistically. To meet the objectives of the study, the questionnaire was divided into four sections. The demographic data was collected in the first section, and the three sections that follow concentrate on the three research variables: sustainable leadership practices with its 3 factors: foundation practices "FB", higher-level practices "HLP", and key performance drivers "KPD". Employee well-being with its 3 factors: life well-being "LWB", workplace well-being "WPWB", psychological well-being "PWB", and job satisfaction "JS". On a 5-point Likert scale, respondents evaluate items related to these criteria.

3.4. Data Analysis Techniques

In order to glean valuable insights from the collected data, which enables informed decision-making, the Excel v.15-2013 and SPSS v.29-2022 were used to analyze descriptive data and to explore the sample's demographic characteristics. Additionally, the study hypotheses were tested and the relationships between all variables were examined using the partial least squares structural equation modeling PLS-SEM v.4.1.0.9.2024.

4. Results

4.1. The Outer Model

4.1.1. Construct Validity

The convergent validity test was conducted to determine whether a test that is designed to measure a specific construct correlates with other tests that evaluate the same construct, which was achieved in this study, as the analysis results showed that the reliability of all the items tested were greater than the recommended cut-off-point of 0.7 [41]. Also, the composite reliability test was conducted to measure the internal consistency in scale items, and results showed that the "rho_a" of all variables were greater than 0.7, which meets the cut-off-point developed by Bryman and Cramer [42] and Hair Jr et al. [41]. Moreover, and in order to measure the extent of variance that is explained by a construct in comparison to the variance due to measurement error, the average variance extracted (AVE) test was conducted. The results showed that the "AVE" of all variables were above 0.5, which meets the recommended cut-off-point of Fornell and Larcker [43]. This is a positive result, as the "AVE" for each construct in any measurement model has to be at least 0.50; otherwise, the items account for more errors than the variance in the constructs Table 1.

Table 1.
Construct Validity.

Variables	Items	"λ"	"AVE"	**"α"**	"rho_a"
Foundation Practices "FP" [16]	1	0.907			
	2	0.721			
	3	0.901			
	4	0.739			
	5	0.705			
	6	0.912			
	7	0.705			
	8	0.906	0.637	0.953	0.963
	9	0.713			
	10	0.902			
	11	0.907			
	12	0.911			
	13	0.705			
	14	0.705			
Higher-level Practices "HLP" [16]	1	0.798			
	2	0.825			
	3	0.822			
	4	0.958	0.609	0.863	0.889
	5	0.798			
	6	0.816			
Key Performance Drivers "KPD" [16]	1	0.957	0.869	0.925	0.935
	2	0.883			
	3	0.955			
Life Well-Being "LWB" [37]	1	0.894			
	2	0.791			
	3	0.704	0.674	0.9	0.913
	4	0.912			
	5	0.825			
	6	0.903			
Work-Place Well-Being "WPWB" [37]	1	0.825			
	2	0.822			
	3	0.946	0.64	0.879	0.915
	4	0.949			
	5	0.798			
	6	0.798			
Psychological Well-Being "PWB" [37]	1	0.798			
	2	0.86			
	3	0.86			
	4	0.964	0.612	0.863	0.897
	5	0.789			
	6	0.778			
Job Satisfaction	1	0.881			

"JS" [38]	2	0.877			
	3	0.901	0.746	0.887	0.894
	4	0.791			

4.1.2. Discriminant Validity

The discriminant validity test, a subtype of construct validity, was performed to evaluate how accurately a test measures the concept it was designed to measure and to verify that two tests, which should not be highly correlated, are indeed unrelated. In brief, this test demonstrates the distinctiveness of the constructs within the model, ensuring that each variable in the model is different from the others, thus confirming the discriminant validity of Kock's model [44]. This was achieved using the cross-loading method and the Fornell-Larcker criterion test [43]. See Table 2 and Figure 2.

Table 2.
Fornell-Larcker criterion.

Variables	FP	HLP	KPD	LWB	WPWB	PWB	JS
FB	**0.798**						
HLP	0.622	**0.780**					
KPD	0.642	0.612	**0.932**				
LWB	0.584	0.545	0.523	**0.82**			
WPWB	0.512	0.512	0.544	0.542	**0.8**		
PWB	0.622	0.622	0.611	0.555	0.612	**0.782**	
JS	0.555	0.511	0.544	0.618	0.554	0.522	**0.864**

As per the guidelines of Fornell and Larcker [43] and Hair Jr et al. [41], each variable in the suggested model better explains the variation of its constituent parts than the other factors. The discriminant validity of the model is therefore confirmed (see Table 2). Moreover, every item has a higher loading on its corresponding construct than on any other variable construct in the suggested model of the study. Also, the model's discriminant validity, which was proposed and confirmed by Chin [45], is highly supported by these findings.

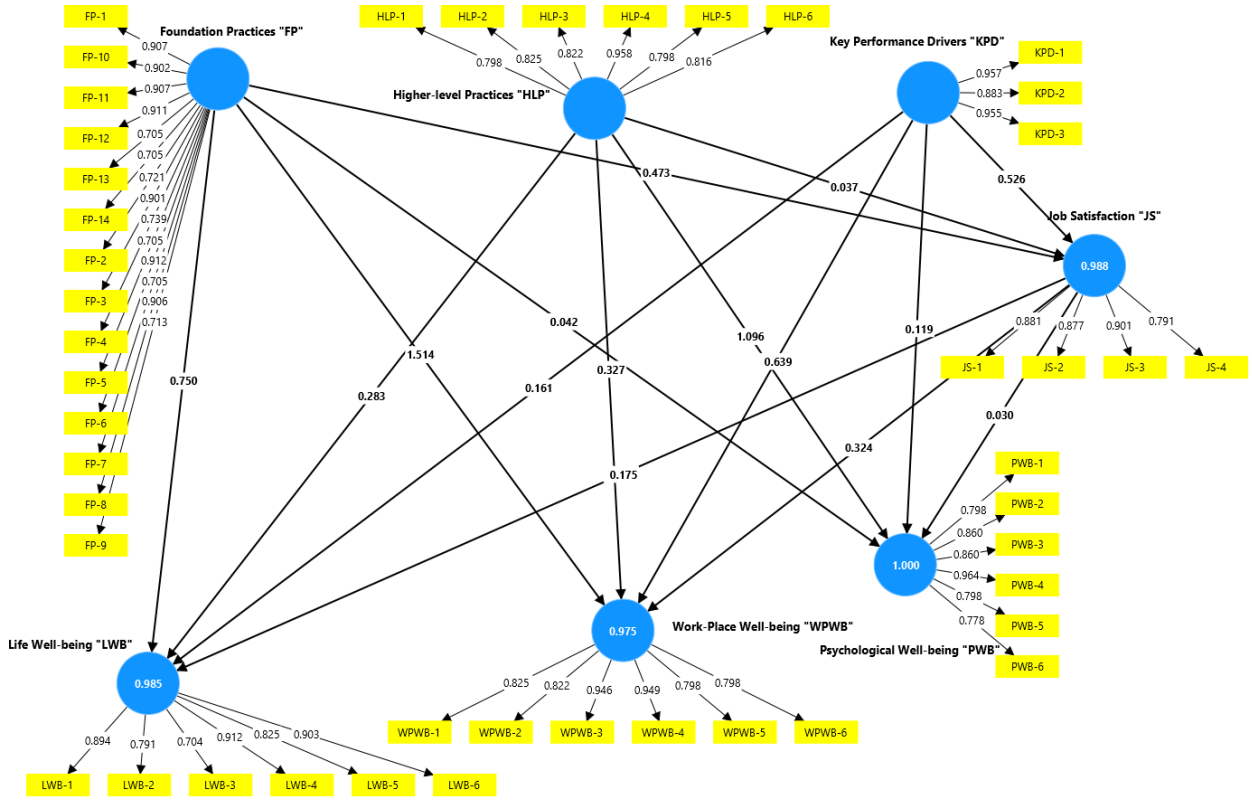

Figure 2.
Measurement Model.

4.2. The Inner Model

4.2.1. Examination of R²

In order to determine how effectively the statistical model predicts the outcome and interpret the proportion of variation in the dependent variable that is predicted by the statistical model. The predictive power of the suggested model was evaluated using the test "R²", which is a value between 0 and 1. A value of 1 signifies a perfect match, while a value of 0 implies that

the independent variable has no explanatory power. According to Chin's threshold, the results shown in Table 3 prove that the "IV" significantly influenced the "DV" [45], which was high. See Table 3 for more details.

Table 3.
R^2 Test Results.

Variable	R^2	Level
LWB	0.985	High
WPWB	0.975	High
PWB	1	High
JS	0.988	High

4.2.2. Effect Size (F^2)

The Effect size test "f2" was performed to determine the individual constructs' power and impact of an "IVs" ("FB", "HLP" and "KPD") on a "DVs" ("LWB", "WPWB", "PWB" and "JS") in the proposed model, and how the IV "JS" affected the DVs "LWB", "WPWB" and "PWB". According to the recommendations of Cohen [46], the results shown in Table 4 indicate that the effect sizes of the "IVs" on the "DVs" were ranging from medium to large effects.

Table 4.
Effect Size (f^2).

Variables	LWB	WPWB	PWB	JS
FP	0.695 (Large)	0.724 (Large)	0.198 (Medium)	0.529 (Large)
HLP	0.265 (Medium)	0.215 (Medium)	0.837 (Large)	0.181 (Medium)
KPD	0.159 (Medium)	0.568 (Large)	0.437 (Large)	0.726 (Large)
JS	0.265 (Medium)	0.251 (Medium)	0.332 (Medium)	

4.2.3. Examination of "GoF"

A goodness of fit test "GoF" was conducted across the measurement, structural, and overall model performance levels to ensure that the study's advised model fulfills the requirements for a global comprehensive fit measure model, as it was proposed and confirmed by Chin [47]:

$GoF = \sqrt{R^2 x\ AVE}$

GoF = 0.821

According to the goodness of fit test result and the recommended point of reference provided by Wetzels et al. [48], it is possible and conceivable to conclude that the GOF of the advised model is adequate enough to be considered appropriate to serve as a global PLS model.

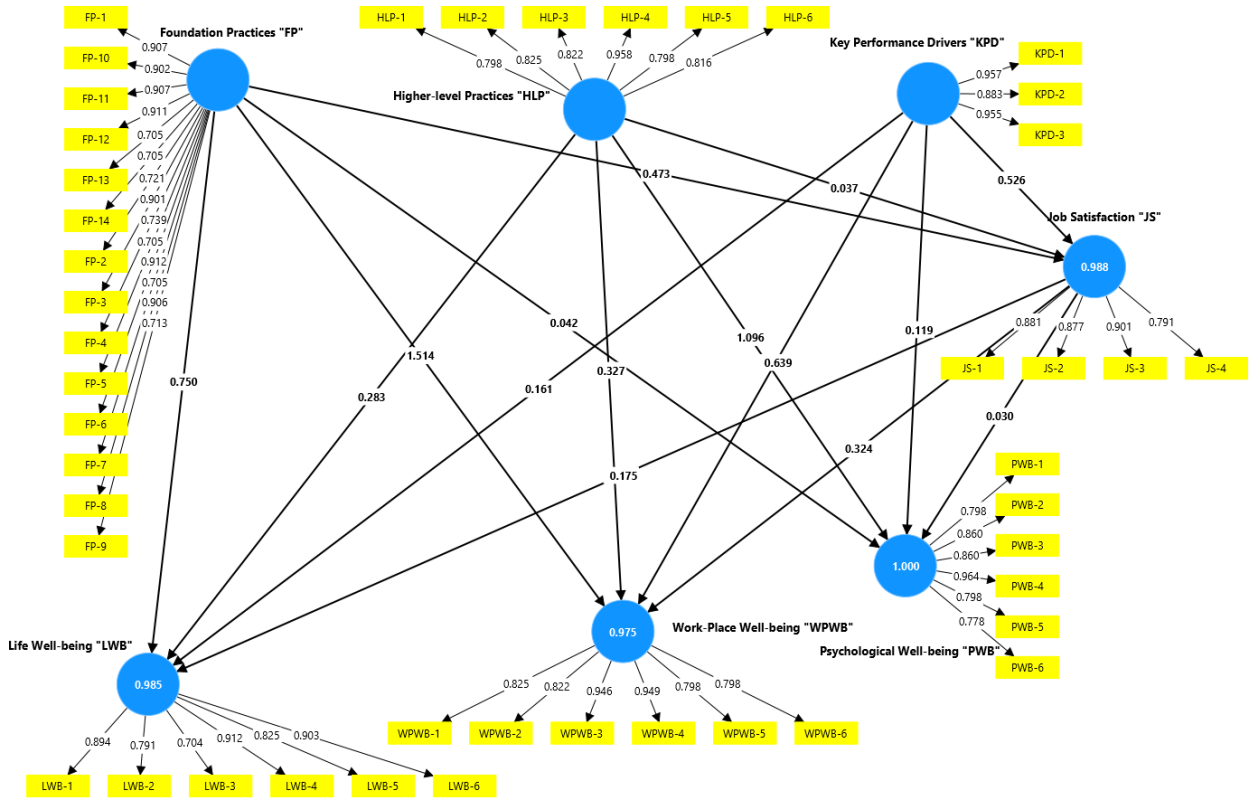

Figure 3.
The Final Model.

4.3. Examination of the Hypotheses

The effectiveness of the suggested theoretical model's compatibility with the primary data was evaluated using the path coefficient significance test. Tables 5& 6 present the findings of each hypothesis examination.

Table 5.
Direct Path Coefficient.

Hypothesis	β	σ	t-score(O/STDEV)	Sig.	Result
H-1: FP -> LWB	0.750	0.052	4.992	0.000	√**
H-2: FP -> WPWB	1.514	0.071	14.281	0.000	√**
H-3: FP -> PWB	0.042	0.010	4.108	0.000	√**
H-4: FP -> JS	0.473	0.095	21.316	0.000	√**
H-5: HLP -> LWB	0.283	0.029	9.901	0.000	√**
H-6: HLP -> WPWB	0.327	0.043	7.547	0.000	√**
H-7: HLP -> PWB	1.096	0.018	61.879	0.000	√**
H-8: HLP -> JS	0.037	0.067	0.547	0.013	√
H-9: KPD -> LWB	0.161	0.065	2.482	0.013	√
H-10: KPD -> WPWB	0.639	0.092	3.956	0.000	√**
H-11: KPD -> PWB	0.119	0.030	6.919	0.000	√**
H-12: KPD -> JS	0.526	0.036	14.706	0.000	√**
H-13: JS -> LWB	0.175	0.106	1.644	0.000	√**
H-14: JS -> WPWB	0.324	0.150	2.163	0.031	√
H-15: JS -> PWB	0.030	0.043	0.698	0.013	√

Note: Significant at P** = 0.000.

The results Structure Equation Model, shown in Tables 4 & 5, and the proposed hypotheses (Figure 1) and as demonstrated by Figure 3, "FP" has a direct positive and significant impact on "LWB" [Original sample score = 0.750; f^2 = 0.695; P-value = 0.000], "WPWB" [Original sample score = 1.514; f^2 = 0.724; P-value = 0.000], "PWB" [Original sample score = 0.024; f^2 = 0.198; P-value = 0.000], and "JS" [Original sample score = 0.473; f^2 = 0.529; P-value = 0.000]. Also, "HLP" has a direct positive and significant impact on "LWB" [Original sample score = 0.283; f^2 = 0.265; P-value = 0.000], "WPWB" [Original sample score = 0.327; f^2 = 0.215; P-value = 0.000], "PWB" [Original sample score = 1.096; f^2 = 0.837; P-value = 0.000], and "JS" [Original sample score = 0.037; f^2 = 0.181; P-value = 0.013]. Moreover, "KPD" positively and significantly influences "LWB" [Original sample score = 0.161; f^2 = 0.159; P-value = 0.013], "WPWB" [Original sample score = 0.639; f^2 = 0.568; P-value = 0.000], "PWB" [Original sample score = 0.119; f^2 = 0.437; P-value = 0.000], and "JS" [Original sample score = 0.526; f^2 = 0.726; P-value = 0.000]. Additionally, "JS" has a direct positive and significant impact

on "LWB" [Original sample score = 0.175; f^2 = 0.265; P-value = 0.000], "WPWB" [Original sample score = 0.324; f^2 = 0.251; P-value = 0.031], and "PWB" [Original sample score = 0.030; f^2 = 0.332; P-value = 0.013]. So, all of the direct impact hypothesis (H1.....H15) received empirical support. See Figure 4.

Table 6.
Indirect Path Coefficient.

Hypothesis	β	σ	t-score(O/STDEV)	Sig.	Result
H-16: FP -> JS -> LWB	0.183	0.049	3.734	0.000	√**
H-17: FP -> JS -> WPWB	0.253	0.066	3.833	0.000	√**
H-18: FP -> JS -> PWB	0.214	0.020	10.7	0.000	√**
H-19: HLP -> JS -> LWB	0.116	0.016	7.25	0.000	√**
H-20: HLP -> JS -> WPWB	0.112	0.029	3.862	0.000	√**
H-21: HLP -> JS -> PWB	0.121	0.014	8.642	0.000	√**
H-22: KPD -> JS -> LWB	0.292	0.059	4.949	0.000	√**
H-23: KPD -> JS -> WPWB	0.270	0.086	3.139	0.000	√**
H-24: KPD -> JS -> PWB	0.216	0.023	9.391	0.000	√**

Note: Significant at P** = 0.000.

As for the indirect relationship between the study variables, "JS" shows a mediating impact on the relationship between "FP" and "LWB" [Original sample score = 0.183 and P-value = 0.000], "FP" and "WPWB" [Original sample score = 0.253 and P-value = 0.000], "FP" and "PWB" [Original sample score = 0.214 and P-value = 0.000]. Also, "JS" shows a mediating impact on the relationship between "HLP" and "LWB" [Original sample score = 0.116 and P-value = 0.000], "HLP" and "WPWB" [Original sample score = 0.112 and P-value = 0.000], "HLP" and "PWB" [Original sample score = 0.121 and P-value = 0.000]. Moreover, "JS" shows a mediating impact on the relationship between "KPD" and "LWB" [Original sample score = 0.292 and P-value = 0.000], "KPD" and "WPWB" [Original sample score = 0.270 and P-value = 0.000], "KPD" and "PWB" [Original sample score = 0.216 and P-value = 0.000]. The results revealed a significant mediating effect, leading to the acceptance of the hypothesis from H16 to H24. See Table 6 and Figure 4.

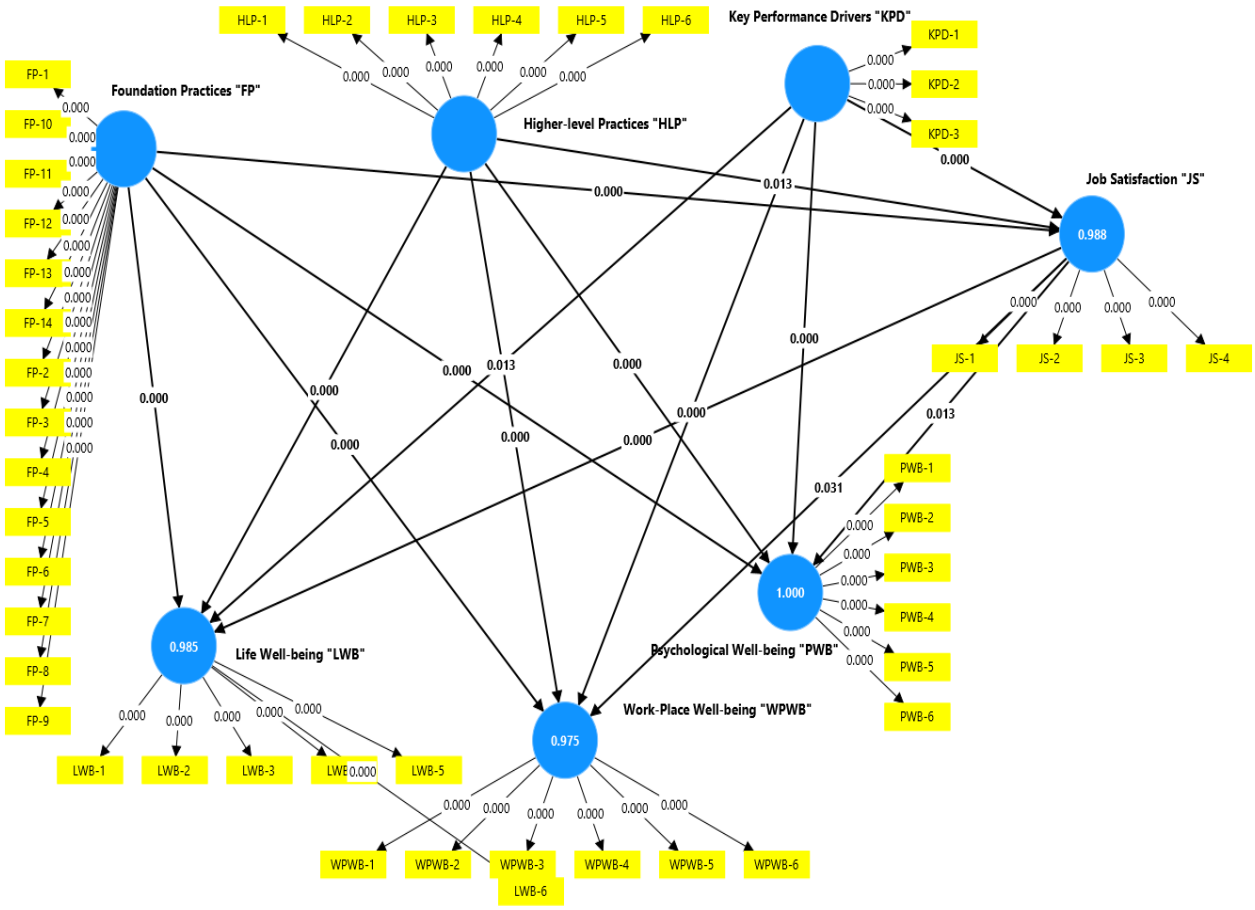

Figure 4.
Significance of Path Coefficients.

5. Discussion and Implications

Several advantages of sustainable leadership approaches have been demonstrated, such as increased employee engagement and effective risk management. Our findings show that all sustainable leadership practice factors like FP, HLP,

and KPD have a significant impact on LWB; this result supports previous research by Neumayer [49].. To improve overall well-being, leaders in the tourism industry must assist their employees in managing their emotions. Emotional intelligence and moral leadership play a significant role in creating an atmosphere that supports emotional control and thus the employees' LWB. Organizations should promote employee well-being by offering them good working conditions that are marked by their knowledge, responsibility, and meaningfulness. Healthy tourism organizations would therefore be better suited for employees generally, and older employees even more so.

This study also finds all sustainable leadership practice factors like FP, HLP, and KPD have a significant impact on LWB have a significant impact on the WPWP at the tourism organizations. This result also supports the previous research's findings [50]. Physical and mental health are both components of well-being, which leads to more all-encompassing strategies for avoiding illnesses and wellness enhancement [51]. Thus, management at the tourism organizations should create and maintain a happy workplace that improves people's well-being. Reduced happiness has been associated with a higher chance of illness, injury, and sickness as well as weakened immunity, slower healing, and shorter life expectancies.

Finally, our study shows that job satisfaction plays a mediation role in the relationships between sustainable leadership practices components and LWP and WPWP. Managers at tourism organizations should make much effort to improve the level of job satisfaction among employees. Practically, these findings provide valuable insights for decision-makers at tour operators, helping them create an environment where employees feel valued, empowered, and aligned with the company's core values. By fostering such an atmosphere, tour operators can build a resilient, engaged, and loyal workforce. In addition, these practices contribute to improved employee well-being and enhance the overall effectiveness and reputation of the organization. As sustainability becomes a growing priority in the tourism industry, adopting these leadership practices may become a key differentiator for businesses seeking to attract and retain motivated and loyal staff.

6. Conclusion

In the context of Saudi Arabia and Egypt's tourism industry, this study intends to investigate the effects of sustainable leadership practices on tour operators' employee well-being. It attempts to tackle issues such as those listed in the Sustainable Development Goals (SDGs) of the UN, where SDG number three is focused on "good physical and mental well-being," which has drawn special attention. This research aims to explore the effect of sustainable leadership practices (SLP) on employee well-being (EWB) at tour operators in the Kingdom of Saudi Arabia (KSA) and Egypt. In addition, the research highlights the mediating role of job satisfaction (JS). Several aspects of the relationship between FP and LWB include philanthropy, work-life balance, social practices, and general quality of life.

Three new viewpoints on the necessity of sustainable leadership practices (FP, HLP, and KPD) and their relationships to LWB and WPWP are added to the body of literature by this study. First, it examines how people's LWB and WPWP are impacted by FP, HLP, and KDP at work. Second, this study examines whether the indirect effects of FP, HLP, and KPD on LWB and WPWP are mediated by the mediating effect of job satisfaction. All facets of working life are included in workplace well-being, including the quality and security of the physical surroundings as well as employees' attitudes towards their jobs, workplace atmosphere, and organizational structure [52].

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