Impact of Workplace Discrimination on Employee's Wellbeing with Moderating Role of Situational Leadership

Hina Pervaiz[1]
Research Scholar M. Phil Management Science, Qurtaba University, Peshawar
periwishabginey@gmail.com

Dr. Fahad Khan Afridi
Assistant Professor, Department of Management Sciences, Qurtuba University, Peshawar
fafridi449@gmail.com

Waqas Qayyum Gill
Research Scholar MS Project Management, Abasyn University, Peshawar
waqasqgill@gmail.com

Abstract
In this work, the impact of heuristic availability bias on financial decisions is attempted to be This study examines the relationship between workplace discrimination and employees' wellbeing in the education sector of Peshawar, Khyber Pakhtunkhwa. It places special attention as situational leadership served as a moderator. Workplace discrimination is a major worldwide issue because of its severe and persistent effects on employees' well-being. This study tries to identify the underlying reasons of discrimination and its detrimental effects on employees' wellbeing with insightful findings. 265 respondents in the Peshawar education sector completed a structured questionnaire that was used to collect quantitative data. The results of this study have witnessed the great impact of discrimination on employees' wellbeing. These results have important ramifications for human resource management practitioners and academics alike. Organizations can design focused initiatives to promote employee wellbeing by acknowledging the negative impacts of discrimination and the moderating role of situational leadership. In addition, the study emphasizes how critical it is to put HRM practices into practice that give priority to equity, diversity, and capable leadership to foster a positive work environment.

Keywords: *Workplace Discrimination, Employee's Wellbeing, Situational Leadership*

Introduction
Study Background
The term "wellbeing" carries great significance in human life. It carries so much importance that it is one of the 17 Sustainable Development Goals (SDGs) issued by WHO, hence the core focus of the present study, is the wellness of employees, it is important to talk about the wellbeing of employees as it is the perfect blend of health, both physical and mental, skills, and knowledge

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(Iqbal et al., 2023). Previous studies have evidenced that the wellbeing of employees has a direct relation to job performance. The happiness of employees is significant for both a person's personal and organizational lives (Yan et al., 2020).

The unjust treatment of people based on a variety of factors, including age, gender, disability, color, and more, is known as discrimination, these discriminations impact people's ability to develop in their careers and contribute to systemic disparities that endure over time (Nawaz et al., 2023). So here we will dig out the impact of workplace discrimination on employees' wellbeing. Previous studies have shown that stigmatic groups are always treated negatively (Dwomoh et al., 2015). Studies have witnessed that racial discrimination has been prevailing in organizations for ages (Osseo-Asare et al., 2018). Before the 1972 quota system, in Baluchistan, Hazara Shias used to grab 50% of jobs in social services through open merit but unfortunately this number has been squeezed to just 5% till 2011 (Department of Foreign Affairs and Trade Report, 2022).

According to Assari and Lankarani (2018), the stigma group is intricately linked to socio-economic class, which shapes treatment and attitudes. Class differences still exist, influencing the stigma narrative and adding to the complexity of social interactions. Gender discrimination is also one of the most important topics to be discussed here. Gender discrimination leads to lower: efficiency, productivity, and motivation (Batool, 2020). Though Pakistan is in dire need of female surgeons and trainees, females are not comfortable choosing this field as they are witnessed to encounter sexual harassment, bullying, and verbal, and non-verbal discrimination (Malik et al., 2021). In the present study, we will focus on only two factors of discrimination: racial and gender discrimination.

Though previous studies have worked to show a relationship between leadership style and the well-being of employees, fewer have worked on the physical well-being of employees. Transformational leadership has a direct relation with the well-being of employees. The length, objectives, and reasons for the relationship between manager and employees are of great importance (McCleskey, J. (2014). Situational leadership has the power to modify the situation and change the negativity and ambiguity of employees into positivity. (Khattak et al., 2023).

The present study focuses on the moderating role of situational leadership to check the relationship between workplace discrimination and employee well-being The present research explores the effects of discrimination on employees' well-being and determines how leadership philosophies can either worsen or lessen the negative consequences of discrimination on employees, using situational leadership as moderator.

Research Questions
The following questions will identify the relationship between workplace discrimination and employee wellbeing. They will also assist in checking the moderating effect of situational leadership on this relationship.
Q1. Does workplace discrimination impact employee's well-being?
Q2. Does situational leadership moderate the relationship of workplace discrimination and employee's well-being?

Research Objectives

O1. To analyze the impact of workplace discrimination on employees well being
O2. To investigate the moderating effect of situational leadership between workplace discrimination and employees well being

Significance of the Study
The significance of the present study assists to determine the negative impacts of discrimination at workplace on well-being of employees in Pakistani society, and the way situational leadership mold the situation. The research has several significances. Firstly, it helps to provide a framework of workplace discrimination, employees' wellbeing, and moderating role of situational leadership, based on JD-R model. It assists the administration in advancing empathetic relationship with the employees so that employees can feel secure and work at their greatest potential to expand organization's profit. Secondly, it helps the administration of schools in developing policies that alleviate employees physical and mental health, to avoid workplace discrimination, and improve employees' wellbeing. Thirdly, this study will open new ventures of debate of the ideal leadership style, and tools on which level employee's wellbeing and discrimination can be measured. It will also force researchers to emphasize the severest of different factors and their effect on different sectors of employee's life.

Literature Review
Employees' Wellbeing
The philosophy of wellbeing of employees is of prodigious delight including their physical, mental and emotional life (Kawakami et al.,2023). Encapsulating the essence of a life well lived, wellbeing is a complex notion that includes efficient wellbeing, specialized wellbeing, collective wellbeing, intellectual wellbeing, and emotional wellbeing. All are linked with pleasant emotional states and an analytical assessment of one's life (Czerw, 2019). A multitude of theories endeavor to disentangle the complex fabric of well-being. The goal satisfaction theory links happiness to achieving one's goals, whereas objective list theories mention success, friendship, education, moral character, and good health as essential components of well-being, in past, there was a widely held idea that a country's prosperity is directly correlated to its GDP (Adler & Seligman, 2016). Well-being leads to creativity, promotion, and mental health (Wang et al., 2022).

Psychology has explored well-being as both objective environmental factors and subjective states, acknowledging the interdependence of the person and their environment (La Placa et al., 2013). One important component that significantly influences how employees are successfully shaped is the organizational environment, it affects workers' personal wellbeing in addition to having a knock-on effect on the welfare of people around them (Haddon, 2018). Neglecting the well-being of employees by management can lead to several problems, including work-related stress, strained relationships among coworkers, and detrimental impacts on mental and physical health (Yan et al., 2020).

Racial Discrimination
Because immoral behavior occurs frequently at the workplace, especially when working with employees from different ethnic groups and backgrounds, vigilance is required. (Sarwar et al., 2008). The Stanford Encyclopedia of Philosophy (2020) defines discrimination as the mistreatment of workers based on social class, caste, religion, tint, or race. Racial discrimination

can be observed in labor, home and judiciary (Haaland & Roth, 2023). The immigration wave in Canada has intensified racial and ethnic divisions among organizations according to Banerjee (2008), white workers frequently have greater privileges than immigrant workers, which hurts well-being, job satisfaction, productivity, and turnover. Black, Native American, and Hispanic people face obstacles to becoming doctors in the healthcare industry due to racial discrimination's poisonous influence (Coombs & King, 2005). Wide-ranging negative health effects of racial discrimination include high blood pressure, depression, alcohol consumption, and a host of other health issues. Racial and minority people's health is negatively impacted by discrimination, which is a major source of stress, particularly in the educational system, when applying for jobs, and in the workplace (De Castro et al., 2008).

Court cases have revealed intentional racial discrimination against workers, with various discriminatory practices being used in different nations. Following the events in Europe and the 9/11 attacks, Muslim immigrants encounter religious discrimination in Western nations; in certain other countries, the basis for discrimination is caste, race, and financial position (Quillian, 2019). Lee (2019) draws attention to the sharp contrast between speaking to marginalized groups with honor, compassion, and dignity and the harsh reality in which discriminatory policies dictate opportunities for tasks, inequalities in pay scales, interactions with police enforcement, or community changes. The employer tries to ease employees observing same race while rest of employees are being discriminated (Agan & Starr, 2024).

Gender Discrimination

Despite multiple legal frameworks designed to discourage discriminatory practices, gender discrimination remains a prevalent issue in both industrialized and struggling economies (Bilan et al., 2020). This pervasive issue takes many forms, especially in places like Pakistan where Hazara Shia women and girls have barriers to higher education and employment possibilities (Jafree et al., 2023). Cultural expectations in Pakistan frequently lead to the belief that women are less focused on their careers, which allows them to be exploited by paying them less and denying them access to high-level positions (Cheema & Jamal, 2022). A management culture that favors male employees over female ones and gives them preferential treatment in terms of promotions, incentives, and other advantages serves to further solidify the biases. In addition to maintaining gender disparity, these discriminatory behaviors impede women's advancement in the workplace. The difficulties minority women encounter in the workplace are made worse by the intersectionality of racial and gender discrimination (Tasfaye, 2011).

Eventually, the discontent spreads to contacts with consumers because disgruntled staff members are unlikely to handle clients with consideration and zeal. Discrimination has a detrimental effect on employees' creativity, which lowers the caliber of their work and influences innovation and the performance of the entire firm (Elei, 2016). Gender-based discrimination in Pakistan has negative effects on organizational performance as well as wider national advancement and development (Cheema & Jamal, 2022).

Situational Leadership

The situational leadership style, which was developed by Paul Hersey and Ken Blanchard in 1977 and 1985, set the stage for a transformative leadership philosophy. The basic role of leadership

style is shown by the analogy that it is the backbone of an organization. Since employees are the foundation of every firm, it is imperative that leadership cultivate and preserve a positive rapport with them (Mustofa & Muafi, 2021). The study conducted by Ashraf and Siddiqui (2020) highlights the positive correlation between management's efforts to assist, motivate, and retain its staff and an employee's job satisfaction. According to Hafeez et al. (2021). Researchers looking at the attitudes and actions of employees now must take employee wellbeing into account. In this regard, it is critical for managers to cultivate respectful and intimate connections with their staff members, particularly when trying to promote creativity and actively oppose discrimination (Adams et al., 2020).

Ahmad et al. (2022) emphasizes management's proactive participation in facilitating communication among staff members and resolving their concerns. Research demonstrates that taking a proactive approach improves employee performance and loyalty. According to Mustofa and Muafi (2021), a competent leader must be able to positively interact with staff members to resolve conflicts and manage issues related to performance. However, problems occur when managers choose to disregard complaints of prejudice, which causes the number of such cases to escalate. Workplace discrimination negatively impacts employees' well-being by creating an unproductive workplace, regardless of the employer's color preference or gender (Elei, 2016). Managers and their leadership philosophies become essential elements for workers' welfare. The greatest and closest connection type is emphasized as being situational leadership. Situational leadership is known for its flexibility and adaptability. It considers the various psychological characteristics of employees and can encourage creativity in their work (Sharifirad, 2013).

Finally, Hersey and Blanchard's concept of situational leadership offers a framework that transcends conventional hierarchical methods. Positive connections and organizational dynamics are fostered by its flexibility in adapting to the subtleties of individual and team maturity levels. Situational leadership is a flexible strategy that can be tailored to meet specific challenges and opportunities as organizations negotiate the intricacies of today's workplace. Leaders may foster innovative, collaborative, and positive organizational cultures by acknowledging the interdependence between task behavior, relationship behavior, and employee maturity. (Manyuchi & Sukdeo, 2021).

Theoretical framework and Hypotheses Development
Underpinning Theory
Highlighting the significance of employee well-being, the researcher has commenced an empirical investigation. The job demands-resources model (JD-R model) here offers a theoretical framework for interpretating the well-being of employees in Pakistan. The model suggests that workplace discrimination can lead to employee burnout, which can consequently have an antagonistic influence on organizational outcomes. This is established on the notion that work demands can incite stress. However, job resources, such as motivation, engagement, and wellness, are correlated with intensified employee retention rates and better job performance. Most knowingly, workplace resources are vital to improve performance, prevent burnout, and assist employees in controlling stress even in the face of it. (Bakker & Demerouti, 2007).

Research Model
The present study has associated itself with the Job Demand-Resource (JD-R) model proposed by Bakker and Demerouti (2007) to endure relationship between discrimination, employee wellbeing, and situational leadership. This theoretical framework studied the effects of the employees' performance because of stressors so taking this as base, the aim of the present study is to emphasize the organizational practices by illuminating the ways in which discrimination impacts employees' wellbeing and work performance and emphasizing the vigorous role that situational leadership plays in modifying these effects.
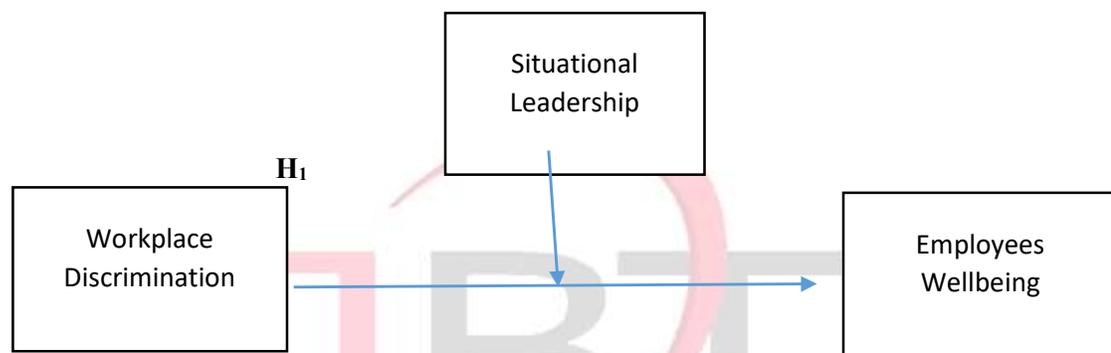
Source: Adams et al. (2020).

Hypotheses
H_1: Workplace discrimination has a significant effect on employees' wellbeing.
H_2: Situational leadership moderates the relationship of workplace discrimination and employees' wellbeing.

Rational of the Study
This study proposes to fill this gap by peering at the negative impacts of racial and gender discrimination on employee wellbeing in Pakistani cultural setting. One of the most prominent aspects is the analysis of situational leadership's role in the elevation of discrimination. The study investigates the relationship between discrimination, employee wellbeing, and the moderating effect of situational leadership to offer insights into the complex crescendos at play.

In addition to identifying the negative behavioral impressions of discrimination, this study intends to probe the lively occurrences of employees who are subjected to discriminatory conducts. By giving voice to the involvements of those stigmatized groups, the study seeks out to provide a wide-ranging knowledge of the many challenges and miseries that employees experience while undergoing discrimination.

Methodology
Research Design
According to Ghauri and Gronhaung (2002), The research design process is a compulsory initial step in every empirical investigation. This study seeks to discover the impact of workplace

discrimination on employees' well-being, precisely in the educational sector of Khyber Pakhtunkhwa, with an empirical study on Peshawar. The exploration of situational leadership's moderating role in this relationship is an exceptional feature of this study. The study receives a positive trail, aiming to collect empirical facts through well-crafted questionnaire developed from adaptation of previous studies' questionnaires. The research design slot in the Job Demands-Resources (JD-R) Model as the theoretical footing for understanding the relationship between workplace discrimination and employee well-being.

Research Philosophy

The quantitative approach procedures are the basis of the methodological framework for stemming results in this study, which is entrenched in positivist research philosophy. In this sense, positivism focuses on facts and data while abolishing biases, which correspond with a belief in neutral facts. (Alharahsheh & Pius, 2020).

Research Approach

The Job Demand- Resource (JD-R) model serves as the theoretical framework for the current study that highlights stressors and the job resources; the components that facilitate the accomplishment of goals, reduce workloads, or foster personal growth (Bakker & Demerouti, 2007). The deductive technique in this study involves making assumptions about the relationships between job demands (discrimination), job resources (situational leadership), and employee well-being using the JD-R model.

Research Strategy

To attain objectives of the present study, survey research method has been employed, a well-crafted questionnaire has been circulated among private schools of Peshawar to examine the relationship among employees' wellbeing (dependent variable), discrimination (independent variable) being practiced at the education sector, and the role of leadership (moderator) in acceleration or decelerating the relationship.

Methodological Choices

Surveys are beneficial for scanning relationships between two variables, employees' wellbeing and discrimination verifying ideas, and discovering about the opinions, attitudes, and experiences of participants. A single study technique simplifies the collection of data, pledges methodological consistency, and enables the systematic analogy of responses across well-defined variables. The perfection and attention of the research design are emphasized by the single methodological choice. By collecting quantitative data for in-depth examination, surveys enhance the validity and reliability of study conclusions. Furthermore, the method permits for the valuable collection of data from a large sample size, which heightens the generalizability of the findings.

Time Horizon

To gather data for this study, a cross-sectional research strategy was involved, which requires distributing questionnaires to several private schools of Peshawar and then handling the collection of responses. Using a cross-sectional survey, which is a sight in time, the researcher gathered information from participants over a short period of time. The objectives of the current study are to attain a transitory picture of the selected sample (multiple private schools of Peshawar) and to

gain the current effects of discrimination and situational leadership on employee well-being.

Techniques and Procedures

The present study utilizes adapted Williams et al.'s (1997) questions to evaluate the degree of observed workplace discrimination teachers might confront. The questions adapted by Deng et al. (2023) aid in evaluating the various aspects of employees' well-being in the unique setting of the teaching occupation. Moreover, the amalgamation of the Ghazzawi et al. (2017) adapted questions facilitates the investigation of situational leadership behaviors among private school management. A systematic distribution of the modified questionnaires would be made to Peshawar, KP, private school teachers. Promising a representative sample that incorporates a range of experiences and perspectives within the selected sample is the task at hand. A dedication to obtaining quantitative analysis is demonstrated using SPSS as the statistical tool for data analysis.

Population of the Study

In under-developing countries such as Pakistan, the accord usually with gender discrimination is the treatment of women only. However, an intuitive perspective acknowledges the effects of gender discrimination on both men and women (Cheema & Jamal, 2022). This sophisticated knowledge serves as the foundation for the current study, in which male and female teachers employed by Peshawar's private schools serve as population representatives. According to the Private School Regularity Authority (PSRA,2023), the number of teachers working at private schools of Peshawar is 3200 teachers, which serves as the population of the current study.

Sample Size

346 questionnaires through survey research approach were distributed among private school teachers of Peshawar, with 75% respondents' rate, 265 questionnaires were returned. The well-crafted questionnaire includes demographic information of the respondent comprising information regarding their gender, experience, and qualification. 5-point Likert scale was chosen as it lessens the respondents' annoyance level while completing the questionnaire.

Sources of Data

The present study has used a survey approach to attain objectives of the study. Utilizing questionnaires to collect data about empirical studies helps the researcher to achieve more insight view into the hypotheses in concern. Once the questionnaires are collected after completion, the researcher used software SPSS 25 to check the objective of the study i.e., the effectiveness of workplace discrimination on employees' wellbeing. Moreover, HAYES Process Macro has been used to check the moderating effect of leadership in accelerating or decelerating the effect of workplace discrimination, which is the objective of the present study.

Data Collection Tools

The survey questionnaire in this study is allotted into two subdivisions: demographic questions and questions regarding the different constructs of the study. Out of total 29 items, 12 items are evaluating employee's wellbeing, 8 items are employed to evaluate workplace discrimination and for situational leadership, 9 items are employed using a five-point Likert scale, rated on a scale of 1 to 5, where 1 represents strongly disagree and 5 strongly agree.

The scale used by Williams et al. (1997) to check the level of discrimination at workplace, has been adapted in present study. "Do you think, you are treated with less respect than other people are." The respondents will rate their observation on a five-point Likert scale. The scale used by Deng et al. (2023) to measure employees wellbeing has been adapted in current study "I have been feeling relaxed working in the organization." The respondents will rate their observation on a five-point Likert scale. The scale used by Ghazzawi et al. (2017) to study situational leadership has been adapted in current study. "My manager behaves according to Situations." The respondents will rate their observation on a five-point Likert scale.

Data Collection Procedure
After the distribution phase, the determined questionnaires are assembled, the organized procedure for repossessing mediums ensures that the data collected is detailed, up to date, and reflective of the various standpoints held by teachers in private schools. Data analysis is a vigorous part of research, and in this study, descriptive statistics and regression analysis are carried out with the statistical software SPSS 25. This study examines the influence of gender discrimination on teachers' well-being by means of regression analysis. By examining the relations amid these variables, the research tries to derive appropriate conclusions about the type and intensity of these relations. One remarkable addition to the methodical toolset is the practice of HAYES Process Macro with moderation analysis. This analytical method is required to understand the connections between situational leadership, employees' wellbeing, and gender discrimination. Highlighting how situational leadership may affect or lessen the correlation between gender discrimination and teacher wellbeing is the aim of the moderation analysis.

Data Analysis Techniques
To attain the objectives of the study a series of steps will be taken to examine the data. Software SPSS version 25 has been employed to investigate both demographic and measures of the hypotheses of the study. The methodical framework provides a more systematic investigation of regression analysis, moderation analysis, and descriptive statistics by employing the HAYES Process Macro. To attain the objectives of the current study, software SPSS version 25 and HAYES Process Macro has been run. The respondents' perceptions about both dependent variable (employees' wellbeing), independent variable (workplace discrimination), and the moderating effect of situational leadership is examined to determine hypotheses under concentration.

Results and Discussions
Demographic Profile of Respondents
Participants were given a list of qualities relevant to their demographics to pick from. It includes gender, qualification, and work experience.

Descriptive analysis of Demographic Statistics
Table 1: *Descriptive analysis of Demographic Statistic*

	N statistics	Mean statistics	Std.deviation	Skewness Std, error	Kurtosis Std. error
Age	260	2.5	1.20	0.426	0.301
Gender	260	1.8	0.41	-1.338	0.301
qualification	260	2.5	0.66	-0.972	0.301
Valid N (listwise)	260				

The table 1shows "mean statistics, standard deviation, skewness and kurtosis", that are employed to assess the acquired data, the mean age 2.53 which implies that our respondents are between the ages of 26 to 30 and 30 to 35 years. The mean statistic of gender is 1.77, shows that most of our respondents are female while 2.49 qualification indicates that our mean respondents are postgraduates. Standard deviation shows the deviation of all the observations from the average value. The value of standard deviation of age is 1.20, standard deviation of gender is 0.41, and the standard deviation of qualification is 0.66. Skewness measures the degree of asymmetry of the series. Normality was assessed using the skewness and kurtosis tests.

As the value of skewness for age is 0.426 so it is positively skewed. The value of skewness for gender is -i.338 so it is negatively skewed. The value of skewness for qualification is – 0.972 which is also negatively skewed. Kurtosis measures the flatness or peakness of the distribution of the series. The values of kurtosis for age, gender, and qualification in table 4.4 is 0.301 which means all of them are platykurtic.

Measurement Model
SPSS 25, using HAYES Process Macro, was initially applied to evaluate the "workplace discrimination, wellbeing of employees and the moderation of situational leadership" of data collected from 260 teachers. 5 scaled Likert scale was used stated 1= strongly disagree, 2= disagree, 3= neutral, 4= agree. And 5= strongly agree

Table 1: *Correlation among Variables*

	discrimination	Wellbeing of employees	Situational leadership
D	1	-0.775	-0.519
WB	-0.775	1	0.443
SL	-0.519	0.443	1

Based on the results presented in table 2, the correlation analysis among the variables, we can draw the following deductions:

- Discrimination in the workplace is inversely correlated with the wellbeing of employees, indicating that individuals who are victims of discrimination are more likely to have poor well-being. The results are in line with the previous studies' findings. For instance, Matlocket al. (2024) found that discrimination leads to illness of employees.

- Discrimination and situational leadership are also inversely correlated, indicating discrimination is because of the absence of situational leadership. The same has been discussed by Matlocket al. (2024) that discrimination leads to illness of employees.
- Wellbeing and situational leadership are positively correlated, indicating the positive effect of situational leadership on employee wellbeing. A positive leadership style lessens the effect of discrimination, so well-being of employees is enhanced (Adams et al., 2020)
- These correlations support hypotheses H1 and H2 which proposed an inverse relationship between workplace discrimination and employee wellbeing and Situational leadership moderates the relationship between workplace discrimination and employee wellbeing. These results show that our prestige asset of the education sector is suffering from discrimination, and situational leadership is the only solution to protect the asset.
- The correlation analysis furnishes valuable insights into the associations among the variables and underscores the significance of these elements in shaping the relationship between discrimination and employee well-being. These results imply that the employees facing discrimination experience poor well-being and believe that their management doesn't mold itself according to the situation to avoid discrimination.

Regression Analysis
Dependent variable: well-being of employees
Independent variable: discrimination at the workplace
Moderator: situational leadership

Table 3: *Regression Analysis*

regression	R Square	Adjusted R Square	Std. error of the Estimate
0.775	0.601	0.559	0.294

 Regression Analysis
As indicated in table.3, the value of R Square is 0.601. R Square is the total variation in the dependent variable because of independent variable, means discrimination causes 60.1% change in the wellbeing of employees.

Table 4: *ANOVA*

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.519	1	33.519	388.126	.000
Residual	22.281	258	0.086		
Total	55.801	259			

In table 4, ANOVA results show that p-value 0.00 which is > 0.05 which shows significant relationship between discrimination and wellbeing of employees.

Table 5: *Coefficients*

	unstructured	coefficient	Standardized coefficient		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
constant	5.706	0.057		99.274	.000
W	-0.758	0.038	-0.775	19.701	.000

Moderating Role of Situational Leadership

As table 5 indicates link between discrimination and employee's wellbeing remained significant after adding situational leadership sites as a moderating variable (β = -0.775, t = -19.701, p < 0.000) respectively.

Hypotheses Testing

In this study, SPSS 25 using HAYES Process Macro was used to provide a complete picture of the results and to evaluate hypotheses1and 2.

H₁: Workplace discrimination has a significant effect on employee's well-being.

Hypothesis 1 projected that there is an inverse relationship between workplace discrimination and wellbeing of employees with a significance level of 0.000. Hence H1 is supported.

H₂: Situational leadership moderates the relationship between workplace discrimination and employee wellbeing.

Hypothesis 2 projected that situational leadership moderates the relationship of the workplace. and employee's wellbeing with p= 0.000. Hence H2 is supported.

Conclusions and Recommendations
Conclusions

The present study has shed light on the negative impacts caused by discrimination on well-being and focused on the moderating role of situational leadership in affecting relationships. It aspires to contribute to the existing body of knowledge on the relationship between workplace discrimination and the wellbeing of employees, providing valuable discernment to practitioners and researchers in the field of HRM (human resource management). Through a diversified examination of research findings and a fusion of the pertinent literature.

Recommendations
Objective-wise Results:

The study's commencing aim was to investigate the direct relationship between one independent variable (workplace discrimination) and one dependent Variables (employees' wellbeing) with the moderating role of one variable (situational leadership). For this distinct purpose, two objectives were formed. This section ventilates in detail how the findings of this study achieved those objectives.

Perceived impact of workplace discrimination on employee's wellbeing

The primary research objective of this study was "to investigate the impact of workplace discrimination on employee's wellbeing". Thus, hypothesis H1 WAS formulated, proposing "a negative relationship between the perceived impact of workplace discrimination on employee's wellbeing". The result is significant and aligned with the theoretical arguments. Thus, this study found a new relationship that had not been studied much in the past in the framework of the Educational Industry of Pakistan. To contextualize this relationship within the educational industry of Pakistan, it would be valuable to consider studies or research conducted specifically in that industry or similar contexts. Exploring literature on Perceived Workplace Discrimination and Employees Wellbeing and their relationship in the broader field of organizational behaviour and human resource management.

Investigate the moderating effect of situational leadership between workplace discrimination and employee's wellbeing.

The second objective of this study was "to investigate the moderating role of situational leadership in the associations of workplace discrimination and employee's wellbeing". Thus, hypothesis H2, was formed and the result was signification. The results analyzed from the questions asked about the role of their manager in different scenarios have evidenced that situational leadership plays a vital role in the relationship between perceived discrimination and employees' wellbeing. The behavior of good manager and developing a strong organizational culture is the key to success of an organization. This is manifest from the previous study (Afandy et al., 2022) and the result of the present study have revealed that if the situational leadership is not practiced and trespassed by the organization, then there is no way to build a strong organization culture and obtain satisfying employees' performance.

Implications

Theoretical Implication

This study has deepened our understanding of the JD-R model by investigating workplace discrimination. The findings of this study offer empirical evidence endorsing the consequences of workplace discrimination on the overall well-being of employees. It also imparts to the literature by identifying situational leadership as a moderator in the relationship between perceived workplace discrimination and employee wellbeing. Overall, the findings of this study contribute to a better theoretical understanding of workplace discrimination and its consequences on employee's well-being in the field of education. This study adds to the current literature by combining workplace discrimination and employee wellbeing with the moderating effect of situational leadership. This combination adds options for future research in the fields of organizational psychology and human resource management.

Companies need to assess their company's culture thoroughly. By elevating management's position, organizations can enhance workers' well-being and job happiness. Higher levels of job satisfaction, retention, and psychological calm result from this. Companies need to realize that discrimination and management's passive approach to managing circumstances are making postgraduate personnel with great experience lose interest in their jobs. Reducing workplace discrimination can be greatly aided by management's consistent and constructive criticism. Open

communication is essential between managers and staff, as is recognizing employees' abilities and giving them equal opportunity to apply their skills.

Limitations and Future Directions

Although situational leadership has a moderating effect, this research lays forth important perceptions on the effects of workplace discrimination on employees' well-being. However, there are several limits and future directions that need to be addressed. These constraints provide opportunities for more study, enabling a deeper understanding of this intricate phenomenon within the framework of Pakistan's educational system. This study's exclusive focus on the private sector is one of its issues. In the future, the private and public education sectors' relationships between workplace discrimination and workers' well-being can be compared.

The research encountered a cultural hurdle in Pakistan, particularly in Khyber Pakhtunkhwa, where discussing discrimination is frowned upon. A 75% response rate indicates that employees are not very willing to discuss discrimination. The role of situational leadership as a moderator between employee welfare and workplace discrimination has been studied. Future research may investigate potential moderators such as pay scale, professional pressure, cultural obligations, and personal obligations that were not included.

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