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# Unraveling employee life satisfaction: exploring the impact of psychological contract breach, self-efficacy, mental health, and abusive supervision, with work engagement and job satisfaction as mediators

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## ABSTRACT

This study aims to investigate the effects of psychological contract breach, self-efficacy, mental health, and abusive supervision on employee life satisfaction. Additionally, it examines how work engagement and job satisfaction mediate these effects. Analyzing data from 380 corporate employees in Bangladesh, a survey methodology was employed to test the claimed associations using structural equation modeling (SEM). Self-efficacy and mental health boost work, life, and job satisfaction. Unsurprisingly, abusive supervision and psychological contract breaches do not affect work engagement. Work engagement and job satisfaction affect psychological contract breach, self-efficacy, mental health, abusive supervision, and life satisfaction. By examining how psychological contract breach, self-efficacy, mental health, and abusive supervision affect employee life satisfaction, this study advances understanding level. The study investigates these factors in a developing country's corporate sector. Employees' work engagement, job satisfaction, and life satisfaction can be improved by improving self-efficacy, mental health, and psychological contract breaches. These elements should be included in HR policy and staff development programs to create a healthier and more productive workplace.

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Employee life satisfaction; job satisfaction; work engagement; mental health; self-efficacy; psychological contract breaches; and abusive supervision

## SUBJECTS







Multidisciplinary  
Psychology; Social Psychology; Behavioral Neuroscience

## 1. Introduction

Happiness contributes to excellent health (Karatepe et al., 2021; Kaan Namal et al., 2024). It influences organizational effectiveness beyond mere frequent utilization. Subjective well-being influences employee behaviour (Bakkeli, 2021; Zhou et al., 2024). Life satisfaction variables influence employee well-being; hence, firms must comprehend them to remain competitive (Lee et al., 2016; Su et al., 2024). Globally, workers and employers value satisfaction in emerging nations such as Bangladesh. Rapid technological advancements and globalization are transforming both work and living. Work and life are interconnected (Land & Taylor, 2010). Lyu et al. (2016) found that abusive management impacts employees variably. Abusive supervision diminishes professional and

personal satisfaction (Morales-García et al., 2024). The corporate environment in Bangladesh, where employees face difficulties, needs an understanding of these intricate connections. In numerous studies, self-efficacy is associated with career satisfaction (Qian, 2020). Qian (2020) found that self-efficacy influences the careers and well-being of Chinese employees. Bangladeshi enterprises require a study on self-efficacy, breaches of psychological contracts, and life satisfaction. Mental health influences employee well-being (Karatepe et al., 2021; Kaium et al., 2024). Mental health influences occupational and personal satisfaction, impacting employee well-being.

Limited research has investigated the socio-cultural and organizational impacts of Bangladesh on corporate employee satisfaction. By prioritizing subjective

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well-being, life satisfaction signifies individuals' assessments of their lives (Kaan Namal et al., 2024). Achievement, interpersonal connections, and professional endeavours influence life fulfilment. Employees navigate resource management through breaches of psychological contracts, stringent oversight, and mental health issues (Haar & Roche, 2010). Conservation of Resources (COR) delineates organizational strain and resource exhaustion. Contemporary organizational psychology enhances mental health, job happiness, engagement, and overall life satisfaction (Su et al., 2024). Significant studies indicate that mental health affects well-being. Karatepe et al. (2021); Shahzad et al. (2020). COVID-19 adversely affects occupational mental health. Workers' mental health influences their performance and satisfaction (Beech & Anseel, 2020; Su et al., 2024). Job satisfaction and involvement enhance employee productivity. This study examines how these characteristics enhance pleasure and mental well-being. Employment influences psychological well-being and overall life satisfaction (Meynhardt, 2015; Birkmeyer et al., 2020). These discussions impart knowledge for professional achievement. Job satisfaction was assessed before examining work engagement, mental health, and life satisfaction. Employment and engagement assess life satisfaction and psychological well-being. Khindri and Tanwar (2023) established a connection between life satisfaction, competition, and self-efficacy.

Current research on workplace well-being in Bangladesh identifies issues like poor employee engagement, insufficient mental health support, and the detrimental impacts of working stress. Nonetheless, there exists a paucity of studies that thoroughly investigate the interrelation between psychological contract breach, self-efficacy, mental health, abusive supervision, and life satisfaction within the distinctive socio-cultural and organizational framework of Bangladesh. The body of literature regarding workplace well-being in Bangladesh lacks comprehensive studies incorporating work engagement, job satisfaction, psychological contract breach, self-efficacy, mental health, abusive supervision, and life satisfaction. Current research frequently analyzes these aspects in isolation, neglecting their interrelation and cumulative effect on employee well-being. This study seeks to fill these gaps by examining the interaction of these factors within the organizational dynamics of Bangladesh, specifically analyzing the combined effect and mediating function of job satisfaction and work engagement on mental health and life satisfaction.

The relationship between psychological contract breach, self-efficacy, mental health, abusive supervision,

and employee life satisfaction has been extensively studied worldwide (Dhali et al., 2023; Firdaus et al., 2024; Syed Mithun et al., 2024; Gazi et al., 2024a). Still, Bangladeshi socio-cultural and economic studies have been scarce. Workplace stress, low employee engagement, and poor mental health support harm employee well-being and organizational performance in Bangladesh, according to research. However, how abusive supervision and psychological contract breaches affect employee satisfaction and productivity is unclear. This study provides empirical evidence particular to Bangladesh to help the more extensive understanding of these processes in a developing country with unique workplace features.

This research underscores the interrelation of psychological contract breach, self-efficacy, mental health, abusive supervision, job satisfaction, and work engagement—elements that have been thoroughly examined in global contexts (Dhali et al., 2023; Gazi et al., 2024a) yet are insufficiently investigated within the distinct socio-cultural and organizational framework of Bangladesh. This study offers significant empirical data by analyzing these variables' interaction within a developing country's unique workplace dynamics. Furthermore, it seeks to provide evidence-based methodologies to enhance workplace wellness, increase productivity, and elevate employee contentment. These contributions are anticipated to profoundly influence organizational results, promoting a more sophisticated comprehension and formulating effective practices. This study examines two fundamental research questions: A. Does the interaction between workplace fulfilment and work engagement enhance the favorable correlation between mental health and life satisfaction? B. Does self-efficacy affect life satisfaction, with work involvement as a mediating variable? This research addresses critical gaps in the literature regarding workplace well-being in Bangladesh. It also offers practical insights for HR experts and corporate decision-makers to improve employee satisfaction and efficiency. This work creates a robust platform for future research and practical developments in the sector.

## 2. Literature review

### 2.1 Theoretical background

The Life satisfaction Theory offers a fundamental framework for comprehending subjective well-being, highlighting that individuals' assessments of their work, relationships, and achievements profoundly influence their life happiness (Veenhoven, 1996). These subjective

evaluations are shaped by comparisons to personal and societal benchmarks, illustrating the complex interaction of environmental elements, personal experiences, and individual anticipations (Heller et al., 2004). Self-efficacy, mental health, and job engagement are essential measures of satisfaction among corporate employees (Fagerström et al., 2007). This hypothesis emphasizes the intricacy of well-being and positions life satisfaction as a result of individual perceptions and overarching environmental influences, consistent with the study's emphasis on corporate employee happiness and its determinants. The Conservation of Resources (COR) Theory emphasizes the significance of acquiring, retaining, and safeguarding resources in influencing employee well-being (Hobfoll, 2001). This theory posits that the loss or potential loss of valued resources, whether personal states, tangible goods, or interpersonal relationships, results in psychological stress, hence diminishing engagement and life satisfaction (Hobfoll, 2001). COR Theory posits that resource investment is essential for alleviating stress and restoring exhausted reserves (Hobfoll, 2001; Wang et al., 2023). In organizational settings, stresses like abusive supervision and breaches of the psychological contract represent resource-depleting occurrences that compromise employees' emotional and professional well-being, resulting in reduced self-esteem and disordered workplace dynamics (Halbesleben et al., 2014). The Job Demands-Resources (JD-R) Theory examines the interplay between job demands (such as workload and emotional strain) and resources (including social support and development opportunities) in relation to employee well-being and performance (Demerouti et al., 2001). This theory asserts that high job demands exhaust energy and lead to burnout, whereas adequate job resources enhance engagement and mitigate the adverse impacts of stressors (Bakker & Demerouti, 2017; Masud et al., 2024a). This study investigates job happiness, mental health, and work engagement within the framework of JD-R Theory, emphasizing the equilibrium between workplace demands and resources. Collectively, these theories offer an extensive framework for comprehending the diverse aspects affecting employee contentment and enhance a more intricate investigation of corporate well-being.

## 2.2. Hypothesis development

### 2.2.1. Psychological contract breach, work engagement, and job satisfaction

Psychology contract breach (PCB), the perceived violation of employer-employee duties, has inconsistent effects (Wang & Hsieh, 2014; Masud et al., 2024b).

Breaches upset and lower workplace satisfaction (Ampofo, 2021). The Job Demand-Resources paradigm asserts that insufficient work resources alienate workers (Demerouti et al., 2001). Shi and Gordon (2020) believe PCB affects management work engagement more when supervisor support is low. PCBs make staff more vulnerable to resource loss and slower to reduce stress. Hobfoll (2001) backs COR. Job satisfaction drops when employees think their company failed (Cheung et al., 2019). Psychology contract violation (PCB) wastes resources and dissatisfies workers. Not promoting loyal employees may harm their job satisfaction and the psychological contract. Hong and Kim (2016) found PCB lowered job satisfaction. Our relationship plans:

**H1:** Psychological contract breach will be negatively related to both (a) work engagement and (b) job satisfaction.

### 2.3. Self-efficacy, work engagement, and job satisfaction

Hillier and Hambrick (2005) suggest self-efficacy boosts characteristics. To believe one can succeed is self-efficacy. Hard work is doable (Bandura, 1997a). Self-efficacy (SE) affects behavior, according to Bandura's Social Cognitive Theory (1997a). Subjective impression affects employee motivation, behavior, and emotions. Self-efficacy affects motivation, belief, emotion, and conduct. Perception and action require self-confidence, states Bandura (2012). Research shows confident people focus, perform better, and handle tough tasks. Research shows that this can boost job engagement and commitment (Bandura, 1997b, 2012; Yakini & Erdil, 2012; Hossain et al., 2024a). Early research shows SE improves results greatly. Self-efficacy improves employee decision-making by reducing dissatisfaction, fear, concern, and weakness. SE boosts job happiness, Ren and Chadee (2017) discovered. Few studies link self-efficacy to work. Del Líbano et al. (2012) and Chan et al. (2017) agreed. SE fulfills job engagement in Chan et al. (2017). Potential increases in employment skills and resources. SE and fun inspire workers. Work impacts social entrepreneurship. Although their intermediary effects are unknown, the SCCT model (Lent, 2004; Hossain et al., 2024b) suggests that self-efficacy and job satisfaction may link environmental support and life satisfaction. Self-efficacy impacts proactiveness and job satisfaction, Caesens et al. (2016) discovered.

**H2:** Self-efficacy will positively predict (a) work engagement and (b) job satisfaction.

## 2.4. Mental health, job satisfaction, and work engagement

Psychological health impacts health. Mental wellness boosts business happiness (Unanue et al., 2017). Work engagement explains performance and other factors better than intrinsic motivation or job satisfaction (Porter et al., 2015; Hossain et al., 2024c). Work engagement predicts health (Freeney & Fellenz, 2013; Tan et al., 2024). Work engagement and mental health are linked in two ways, studies show. Job satisfaction reduces psychological suffering, report Shimazu et al. (2018). Hofman and Newman (2014) say workers prefer tasks to chores. According to Rodríguez-Muñoz et al. (2014), employee engagement leads to post-work relaxation and leisure activities. Restoring resources improves mental health (Jonsdottir et al., 2010; Hossain et al., 2023). Blumler (1979) defined job satisfaction as favorable attitudes. Job and occupational psychology require it. The 1994 Warr workplace mental health study investigated job satisfaction. Stronger job-quality-well-being links may affect mental health. Research shows employment happiness boosts well-being. Meynhardt et al. (2020) and Ozturk et al. (2014) discovered a substantial correlation between job satisfaction, life satisfaction, and mental and social well-being (Ingelsrud & Steen, 2020; Chan, 2011). Employment pleasure improves mental health, our study revealed.

**H3:** Mental health will be positively related to both (a) work engagement and (b) job satisfaction.

## 2.5. Abusive supervision, work engagement, and job satisfaction

Abusive managers teach detrimental values (Lyu et al., 2016). Supervisors rarely aid mistreated workers, damaging their position. Abused workers avoid work to save money and relax. According to Wang et al. (2020), abusive supervision reduces worker engagement. Lyu, Zhu et al. discovered that job engagement partially mediates the association between abusive supervision and customer-oriented corporate citizenship in Chinese workers. Abusive CEOs disregard staff, wasting resources (Hobfoll, 2001). Employee abusers are unlikely to develop a caring, resource-building environment. Job satisfaction declines. Abused workers may feel neglected at work, preventing stress management. Wang et al. (2020) observed intense monitoring lowers full-time workers' job satisfaction. Abusive management induces work unhappiness, argues Pan et al. (2018). A relationship:

**H4:** Abusive supervision will be negatively associated with (a) work engagement and (b) job satisfaction.

## 2.6. Mediating role of work engagement

Work engagement affects turnover and satisfaction, making it studyable (Schaufeli et al., 2002, p. 74). Working fun engages. Dedicated (Ighi, 2020). Employee engagement increases company loyalty (Hobfoll et al., 2018; Ampofo, 2021; Gazi et al., 2024b). Work helps anxious, underpaid workers. The COR hypothesis (Hobfoll, 2001) says that underfunded workers are less motivated. Without supervisor support, workers may withdraw to preserve energy. According to Demerouti et al. (2001), Demand-Resources alienates unemployed workers. Shi and Gordon (2020) that PCB lowered hotel management supervisor support. Manager neglect harms workers. Mistreated workers quit more to unwind. Wang et al. (2020) say abusive supervision lowers employee engagement. Lyu et al. (2016) found that job engagement partially mediates abusive supervision and customer-oriented organizational citizenship in China. The Conservation of Resources (COR) theory by Hobfoll et al. (2018) says hotel workers with enough resources can handle stress and reduce fatigue. Demerouti et al. (2001) say organizational resources diminish active worker stress. Hotels rarely have happy staff. Jovanović (2019) assessed Romanian frontline workers. Psychological capital improves job happiness and engagement. Work engagement may reduce occupational expectations' well-being risks (Ampofo, 2021). Work improves personal and professional fulfillment (Lee et al., 2016).

**H5:** Work engagement will mediate the relationship between (a) PCB and employee life satisfaction and (b) abusive supervision and employee life satisfaction.

**H6:** Work engagement will mediate the relationship between (a) self-efficiency and employee life satisfaction and (b) mental health and employee life satisfaction.

## 2.7. Mediating role of job satisfaction

We consider all work satisfaction metrics (Kelman, 1958). The study used job satisfaction, which Ampofo (2021) described as "a positive affective reaction caused by employees when they regard the work-related resources offered by the organization as fulfilling" (p. 255). A well-studied business issue, it

improves job performance, affective commitment, and retention. Experts investigated work satisfaction influencing factors to improve employee satisfaction. Numerous studies show that organizational connectedness, career potential, social support, and incentives boost job satisfaction. Job satisfaction has been extensively investigated as a mediator (DiPietro et al., 2020; Koo et al., 2020; Gazi et al., 2024c). Job and life satisfaction, abusive supervision, and psychological contract violations are rarely researched. Though resource depletion may affect life satisfaction, this study mediates job satisfaction. Avoid it, researchers. Job satisfaction leads to more, which improves life contentment. Workers save job-satisfying resources due to life happiness loss (Hobfoll et al., 2018). Employee satisfaction spreads, argues Erdogan et al. (2012). Occupational satisfaction predicted employee life satisfaction. Zhao et al. found job satisfaction boosted emotional and cognitive life satisfaction.

**H7:** Job satisfaction will mediate the relationship between (a) PCB and employee life satisfaction and (b) abusive supervision and employee life satisfaction.

**H8:** Job satisfaction will mediate the relationship between (a) self-efficiency and employee life satisfaction and (b) mental health and employee life satisfaction.

## 2.8. Employee life satisfaction

Pavot and Diener (1993) define life satisfaction as an individual's subjective assessment of their quality of life, influenced by several subjective elements. Employee life satisfaction assesses well-being. Mental health, job satisfaction, and involvement affect life

satisfaction (Extremera et al., 2007; Gazi et al., 2024d). Job satisfaction is usually measured cognitively and emotionally. Life satisfaction resembles mental health, emotions, and career or life views. Bowling et al. (2010) spillover theory states that job satisfaction increases life satisfaction in the SCCT model. This suggests job affects many aspects of life. Employment was substantially connected with life happiness, validating Lee and Shin (2017) predictions. Work engagement may boost life satisfaction, relating public value to happiness (Figure 1). Job satisfaction rises with engagement (Drafke, 2009; Caesens et al., 2014; Grawitch & Barber, 2010; Hakanen & Schaufeli Work makes life better (Hakanen & Schaufeli, 2012). The conservation of resources hypothesis states that additional resources improve well-being (Hobfoll, 2001).

**H9:** Employee life satisfaction will be positively related to (a) work engagement and (b) job satisfaction

## 3. Methodology

### 3.1. Data collection, research design and sampling

The research concentrated on full-time employees in Bangladesh who had at least one year of experience with their present supervisor. This criterion ensured that participants possessed sufficient exposure to workplace dynamics and organizational behavior (Meyer et al., 2002). The study eliminated probationary employees, part-time workers, and recent hires to ensure a pertinent sample (Smith, 1969; Creswell, 2014; Kaufman, 2015). Incomplete or inconsistent responses were eliminated to improve the reliability and accuracy of the data (Podsakoff et al., 2003). The study used a stratified random sample to obtain data

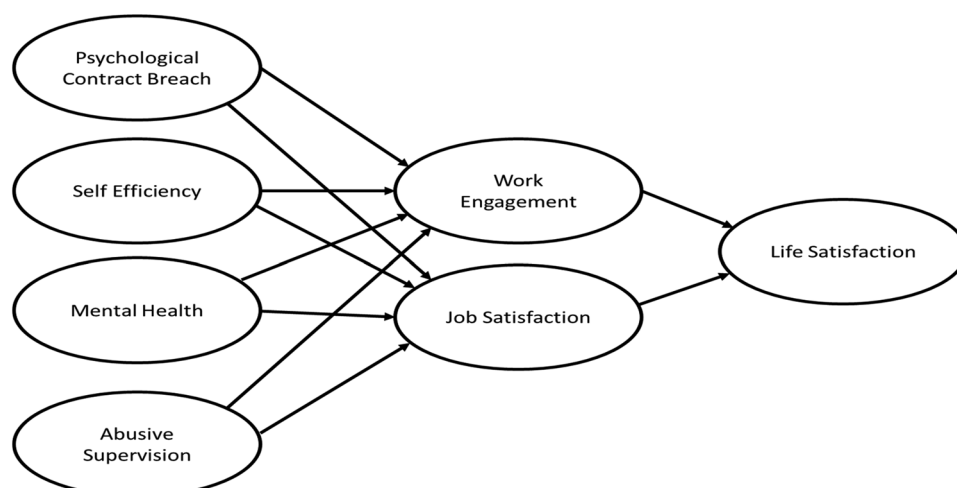


Figure 1. Researcher conceptual framework.

from 380 company employees—the formulation of the survey questionnaire adhered to a three-phase process. Three seasoned research professors participated in the formulation of focus group questions, which were then adjusted to enhance clarity (Shanock & Eisenberger, 2006). A pilot test involving 40 random participants was executed to evaluate the adequacy and relevance of the questionnaire, confirming its readiness for data analysis.

The reliability test was also performed, with a minimum Cronbach's Alpha value of 0.70 ( $\alpha > 0.70$ ) required for each of the 7 core variables. The survey consisted of three sections: demographics, followed by 35 items assessing corporate employee satisfaction under the following variables: job satisfaction, life satisfaction, psychological contract breach, abusive supervision, work engagement, mental health, and self-efficacy (Appendix 1). Participants were assured of the anonymity and confidentiality of their responses, which were used solely for the purpose of this study. Data was collected through an online survey conducted using Google Forms in October and November 2023. The survey was disseminated through multiple channels, including Facebook, Messenger, WhatsApp, email, and other social media platforms. A total of 400 responses were collected, with 20 responses deemed offensive or outliers and subsequently removed. This resulted in a final dataset of 380 valid responses, which were used for analysis.

### 3.2. Measurement constructs

This research utilizes a variety of recognized measuring frameworks to investigate the interrelations among job satisfaction, psychological contract violation, abusive supervision, work engagement, mental health, and self-efficacy. Job satisfaction is evaluated utilizing the scale created by Smith et al. (1969), which measures total job satisfaction across various domains. Life satisfaction is assessed using the Satisfaction with Life Scale (SWLS) created by Diener et al. (1985). The assessment of psychological contract breach is grounded in the research of Robinson and Rousseau (1994), which examines infringements of the psychological contract. Abusive supervision is assessed utilizing the 5-item scale established by Tepper (2000), which quantifies the degree of adverse supervisory conduct. Work engagement is evaluated via the Utrecht Work Engagement Scale (UWES) created by Schaufeli et al. (2002). The General Health Questionnaire (GHQ), developed by Goldberg and

Williams, (1988), assesses mental health with an emphasis on psychological well-being. Self-efficacy is assessed using Bandura and Wessels (1997) self-efficacy scale, which evaluates individuals' confidence in their skills to execute activities. These measurement constructs are well-established and have been employed in prior research (e.g. Banks et al., 1980; Lester, 1987; Mafini & Dlodlo, 2014; Punch, 2016; Unanue et al., 2017; Ampofo, 2021; Badri et al., 2022; Meng, 2022).

### 3.3. Data analysis tools

The data collection process involved a multi-faceted approach to ensure the validity and reliability of the findings. Using AMOS 24, Structural Equation Modeling (SEM) was employed to examine the theoretical pathways and relationships between the variables, while SPSS Statistics 24 was used to generate demographic data and descriptive statistics, providing an overview of the sample characteristics. Confirmatory Factor Analysis (CFA) was also conducted using SEM to test the proposed associations between the variables, ensuring that the constructs were measuring what they were intended to measure. Furthermore, a Measurement Model assessment was performed to evaluate the precision and consistency of the data, verifying that the items were accurately measuring their respective constructs. This comprehensive approach increased confidence in the results and ensured that the findings accurately reflected the research questions.

### 3.4. Common method variance

To address Common Method Variance (CMV) concerns, we employed Harman's single-factor test to examine the presence of CMV. According to Podsakoff et al. (2003), CMV issues arise when all items load onto a single factor or a single factor accounts for more than 50% of the variance. In this study, the initial component accounted for 39.45% of the variance, and only a few items had eigenvalues greater than 1, indicating that CMV did not significantly impact the data. To further minimize the risk of CMV, we utilized multiple measures for each construct, carefully crafted survey questions to reduce ambiguity and bias, conducted a pilot test to assess survey clarity and readability, and employed data analysis techniques less susceptible to CMV, such as exploratory factor analysis and confirmatory factor analysis. By taking these steps, we aimed to ensure the

reliability and validity of our findings and minimize the impact of CMV on our results (Kelloway et al., 2005; Shanock & Eisenberger, 2006; Kaufman, 2015).

## 4. Analysis and results

### 4.1. Items reliability

The poll Validity is affected by self-efficacy, mental health, Psychological Contract Breach, supervisory abuse, work engagement, job satisfaction, and life satisfaction all factors were Cronbach alpha-tested. Overall, 0.915 Cronbach alpha is good. The remaining variables' Cronbach alpha values were good, indicating item responses were fit for the study (Table 1).

### 4.2. Inter-Item correlation matrix

Table 2 shows the variable correlation matrix. A 0.397 correlation coefficient between life and job happiness is shown in the table. Positive correlations exist between life satisfaction, work engagement (0.217), and abuse supervision (0.238). Life satisfaction also correlates positively with PCB (0.255), MH (0.224), and SE (0.256).

### 4.3. Respondent's profile

Table 3 shows 68.2% men, 31.8% women, 87.4% single, and 12.6% married. The figure also shows 93.7% 16–25 and 3.2% 26–35 and 36–45. The final 19.7% were HSC, 70.5% grads, and 9.7% postgraduates. Then, 74.2% earn less than 10000 TK every month,

**Table 1.** Reliability test (N=380).

|                               | Cronbach's alpha | Items |
|-------------------------------|------------------|-------|
| Overall model                 | .915             | 35    |
| Self-efficiency               | .932             | 5     |
| Mental health                 | .943             | 5     |
| Psychological contract breach | .967             | 5     |
| Abusive supervision           | .962             | 5     |
| Work engagement               | .957             | 5     |
| Job satisfaction              | .951             | 5     |
| Life satisfaction             | .952             | 5     |

**Table 2.** Inter-item correlation matrix.

|     | SE           | MH           | PCB          | AS           | WE           | JS           | LS           |
|-----|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| SE  | <b>1.000</b> | 0.25         | 0.192        | 0.214        | 0.221        | 0.193        | 0.256        |
| MH  | 0.25         | <b>1.000</b> | 0.158        | 0.136        | 0.156        | 0.149        | 0.224        |
| PCB | 0.192        | 0.158        | <b>1.000</b> | 0.151        | 0.122        | 0.208        | 0.255        |
| AS  | 0.214        | 0.136        | 0.151        | <b>1.000</b> | 0.088        | 0.154        | 0.238        |
| WE  | 0.221        | 0.156        | 0.122        | 0.088        | <b>1.000</b> | 0.164        | 0.217        |
| JS  | 0.193        | 0.149        | 0.208        | 0.154        | 0.164        | <b>1.000</b> | 0.397        |
| LS  | 0.256        | 0.224        | 0.255        | 0.238        | 0.217        | 0.397        | <b>1.000</b> |

SE: Self-efficiency; MH: Mental Health; PCB: Psychological Contract Breach; AS: Abusive Supervision; WE: Work Engagement; JS: Job Satisfaction; LS: Life Satisfaction.

followed by 6.8%, 9.5%, and 9.5% who earn 10000–20000, 20000–30000, and 30000–40000. 18.9% full-time, 58.9% part-time, and 22.1% interns. Finally, 65% worked in national and 35% global firms (Meyer et al., 2002; Podsakoff et al., 2003).

### 4.4. Overall Confirmatory factor Analysis (CFA) results

The frameworks display item statistics for all ten variables. Statistics are provided for each construct. Mean values for each build range: 5.80, 5.66, 5.75, 5.72, 5.84, 5.67, 5.68, 5.58, 5.76, 5.77, 5.79, 5.69, 5.63, 5.65, 5.72, 5.79, 5.64, 5.66, 5.70, 5.71, 5.72, 5.70, 5.63, 5.76, 5.68, 5.89, 5.85, 5.88, 5.86, 5.89, 6.03, 5.97, 6.00, 5.95, and 5.91. Build standard deviations are tabled. The averages showed most respondents agreed with the survey items. Skewness and kurtosis assessed data uniformity. Skewness and kurtosis must be <2.00 for data normalcy (Haar & Roche, 2010; Hair et al., 2012; 2020)

Acceptable table skewness and kurtosis indicate valid data. Minimum and maximum response rates are given for each question. The study shows respondents' identical responses for all seven components (Table 4).

### 4.5. Measurement model analysis

We check scale item internal consistency and measurement model reliability. Herzberg (1959) found that composite Cronbach's alpha ( $\alpha > 0.70$ ) and CR > 0.70 suggest believability. For convergent validity, Schwarzer and Jerusalem (1995) recommend factor loading over 0.70 and average variance extracted over 0.50. Intervariable correlations with a maximum correlation value below the square root of AVE are recommended by Hair et al. (2012). Multicollinearity requires VIF < 10. There are many popular model fit measures to evaluate model quality. Example: CFI, TLI, IFI, chi-square ( $X^2/d$ ), and root mean square error of approximation. The model fits well if CFI, TLI, and IFI are larger than 0.90,  $X^2/d$  is greater than 3, and

**Table 3.** Respondent's profile.

| Demographic characteristics<br>(N=380) |                 | Frequency | %    | Cumulative<br>% |
|--|-----------------|-----------|------|-----------------|
| Gender                                 | Male            | 259       | 68.2 | 68.2            |
|  | Female          | 121       | 31.8 | 100.0           |
| Marital status                         | Single          | 332       | 87.4 | 87.4            |
|  | Married         | 48        | 12.6 | 100.0           |
| Age                                    | 16–25           | 356       | 93.7 | 93.7            |
|  | 26–35           | 12        | 3.2  | 96.8            |
|  | 36–45           | 12        | 3.2  | 100.0           |
| Level of<br>education                  | HSC             | 75        | 19.7 | 19.7            |
|  | Graduation      | 268       | 70.5 | 90.3            |
|  | Post-graduation | 37        | 9.7  | 100.0           |
| Monthly<br>income                      | Below 10000     | 282       | 74.2 | 74.2            |
|  | 10000–20000     | 26        | 6.8  | 81.1            |
|  | 20000–30000     | 36        | 9.5  | 90.5            |
|  | 30000–40000     | 36        | 9.5  | 100.0           |
| Worker status                          | Full time       | 72        | 18.9 | 18.9            |
|  | Part-time       | 224       | 58.9 | 77.9            |
|  | Internship      | 84        | 22.1 | 100.0           |
| Organization<br>type                   | National        | 247       | 65.0 | 65.0            |
|  | Multi-national  | 133       | 35.0 | 100.0           |

**Table 4.** Descriptive statistics.

| Item | $\bar{x}$ | $\sigma$ | Skew   | Kurtosis | Min | Max | $\alpha$ | Loading |
|------|-----------|----------|--------|----------|-----|-----|----------|---------|
| SE1  | 5.80      | 1.166    | -1.436 | 2.484    | 1   | 7   | 0.932    | 0.896   |
| SE2  | 5.66      | 1.319    | -1.445 | 2.137    | 1   | 7   |          | 0.908   |
| SE3  | 5.75      | 1.321    | -1.603 | 2.537    | 1   | 7   |          | 0.900   |
| SE4  | 5.72      | 1.396    | -1.430 | 1.770    | 1   | 7   |          | 0.874   |
| SE5  | 5.84      | 1.303    | -1.664 | 2.998    | 1   | 7   |          | 0.896   |
| MH1  | 5.67      | 1.332    | -1.477 | 2.226    | 1   | 7   | 0.943    | 0.914   |
| MH2  | 5.68      | 1.336    | -1.444 | 1.640    | 1   | 7   |          | 0.910   |
| MH3  | 5.58      | 1.448    | -1.355 | 1.346    | 1   | 7   |          | 0.898   |
| MH4  | 5.76      | 1.343    | -1.608 | 2.282    | 1   | 7   |          | 0.898   |
| MH5  | 5.77      | 1.330    | -1.452 | 1.745    | 1   | 7   |          | 0.895   |
| PCB1 | 5.79      | 1.297    | -1.436 | 1.717    | 1   | 7   | 0.967    | 0.945   |
| PCB2 | 5.69      | 1.493    | -1.437 | 1.344    | 1   | 7   |          | 0.947   |
| PCB3 | 5.63      | 1.533    | -1.303 | 0.760    | 1   | 7   |          | 0.934   |
| PCB4 | 5.65      | 1.533    | -1.479 | 1.462    | 1   | 7   |          | 0.941   |
| PCB5 | 5.72      | 1.357    | -1.558 | 2.150    | 1   | 7   |          | 0.943   |
| AS1  | 5.79      | 1.283    | -1.465 | 2.015    | 1   | 7   | 0.962    | 0.908   |
| AS2  | 5.64      | 1.499    | -1.495 | 1.583    | 1   | 7   |          | 0.941   |
| AS3  | 5.66      | 1.421    | -1.577 | 2.016    | 1   | 7   |          | 0.942   |
| AS4  | 5.70      | 1.418    | -1.720 | 2.517    | 1   | 7   |          | 0.951   |
| AS5  | 5.71      | 1.332    | -1.472 | 1.961    | 1   | 7   |          | 0.921   |
| WE1  | 5.72      | 1.316    | -1.548 | 2.174    | 1   | 7   | 0.957    | 0.929   |
| WE2  | 5.70      | 1.285    | -1.218 | .999     | 1   | 7   |          | 0.905   |
| WE3  | 5.63      | 1.396    | -1.352 | 1.353    | 1   | 7   |          | 0.930   |
| WE4  | 5.76      | 1.323    | -1.581 | 2.385    | 1   | 7   |          | 0.934   |
| WE5  | 5.68      | 1.326    | -1.481 | 1.922    | 1   | 7   |          | 0.924   |
| JS1  | 5.89      | 1.309    | -1.853 | 3.661    | 1   | 7   | 0.951    | 0.920   |
| JS2  | 5.85      | 1.193    | -1.520 | 2.257    | 1   | 7   |          | 0.923   |
| JS3  | 5.88      | 1.242    | -1.796 | 3.353    | 1   | 7   |          | 0.941   |
| JS4  | 5.86      | 1.271    | -1.506 | 2.167    | 1   | 7   |          | 0.882   |
| JS5  | 5.89      | 1.296    | -1.691 | 2.903    | 1   | 7   |          | 0.908   |
| LS1  | 6.03      | 1.041    | -1.438 | 2.129    | 2   | 7   | 0.952    | 0.900   |
| LS2  | 5.97      | 1.119    | -2.045 | 5.326    | 1   | 7   |          | 0.940   |
| LS3  | 6.00      | 1.151    | -1.879 | 3.940    | 1   | 7   |          | 0.907   |
| LS4  | 5.95      | 1.086    | -2.020 | 5.456    | 1   | 7   |          | 0.954   |
| LS5  | 5.91      | 1.127    | -1.515 | 2.211    | 1   | 7   |          | 0.868   |

RMSEA is less than 0.05 (Hair et al., 2012; Kaya & Karatepe, 2020). Table 5 lists and Figure 2 the first-order measurement model's validity and reliability. Inter-construct correlations below the square root of Average variance indicate discriminant and divergent validity. Cronbach's alpha, AVE, factor loads, and Cr exceed 0.70. The model lacks multicollinearity since VIF is 1.078–1.173.

#### 4.6. Structural model analysis

We subsequently conducted SEM (Figure 3) to evaluate the proposed pathways based on the measurement model's fitness. Table 6 displays the significant model fit data Model fit indices:  $\chi^2/d=1.775$ , GFI = 0.860, AGFI = 0.840, CFI = 0.970, TLI = 0.967, IFI = 0.970, NFI = 0.934, RMSEA = 0.045. Additionally, the Table shows that the variance in work engagement, job satisfaction, and life satisfaction have  $R^2$  values of 6%, 7%, and 24%. All 10 hypotheses are accepted except H1a and H4a, and all are statistically accepted because their  $P$  value is less than 0.05 (Table 6).

#### 4.7. Mediation analysis

Bootstrapping focused on model mediation after Stryker and Burke (2000). Bootstrapping influences independent variables through mediation. Job participation strongly mediates PCB, abusive supervision, mental health, and self-efficiency (Table 7). Table 7 shows these factors' indirect impact. A positive PCB work-life satisfaction correlation (0.011) was observed. Found a positive correlation (0.004) between work and life satisfaction. Results support H5a. We verified H6a and H6b that self-efficiency and mental health boost work engagement and life pleasure (0.028 and 0.015). Job satisfaction strongly affected PCB, abusive supervision, mental health, and self-efficiency. Validating hypotheses H7a and H7b, the bias-corrected model with a 95% confidence interval demonstrated a 0.059 relationship between PCB and job and life satisfaction. The (0.035) AS-job-life satisfaction relationship supported H7a and H7b. SE was associated with job satisfaction at 0.045 and MH at 0.03, supporting H8a and H8b. Thus, job satisfaction and engagement mediate PCB, abusive supervision, mental health, and self-efficiency. Table 7 shows that all indirect effects except one had  $P$  values < 0.05. The maximal lower and upper mediation limits are positive, making all associations significant except one H5b (Figure 4).

### 5. Discussion

This study fills a gap in the literature by investigating the relationship between psychological contract breach (PCB), abusive supervision, self-efficacy, mental health, job satisfaction, and work engagement in Bangladesh. This study gives a comprehensive model to understand how these variables affect life satisfaction and employee well-being, unlike earlier research. The study uses the Life Satisfaction Theory and Conservation of

Table 5. Validity statistics.

|     | CR    | AVE   | MSV   | MaxR (H) | PCB          | AS           | WE           | JS           | LS           | MH           | SE           | VIF   |
|-----|-------|-------|-------|----------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-------|
| PCB | 0.968 | 0.860 | 0.072 | 0.969    | <b>0.927</b> |              |              |              |              |              |              | 1.094 |
| AS  | 0.962 | 0.837 | 0.061 | 0.964    | 0.158**      | <b>0.915</b> |              |              |              |              |              | 1.078 |
| WE  | 0.957 | 0.818 | 0.057 | 0.958    | 0.124*       | 0.091†       | <b>0.904</b> |              |              |              |              | 1.082 |
| JS  | 0.951 | 0.796 | 0.173 | 0.951    | 0.217***     | 0.156**      | 0.172**      | <b>0.892</b> |              |              |              | 1.102 |
| LS  | 0.952 | 0.798 | 0.173 | 0.953    | 0.268***     | 0.246***     | 0.228***     | 0.416***     | <b>0.893</b> |              |              | 1.103 |
| MH  | 0.943 | 0.769 | 0.073 | 0.945    | 0.166**      | 0.144**      | 0.166**      | 0.159**      | 0.241***     | <b>0.877</b> |              | 1.103 |
| SE  | 0.932 | 0.734 | 0.077 | 0.935    | 0.201***     | 0.227***     | 0.239***     | 0.207***     | 0.277***     | 0.270***     | <b>0.857</b> | 1.173 |

SE: Self-efficiency; MH: Mental Health; PCB: Psychological Contract Breach; AS: Abusive Supervision; WE: Work Engagement; JS: Job Satisfaction; LS: Life Satisfaction. Notes: \*\*\* p < 0.01, \*\* p < 0.05, \* p < 0.10.

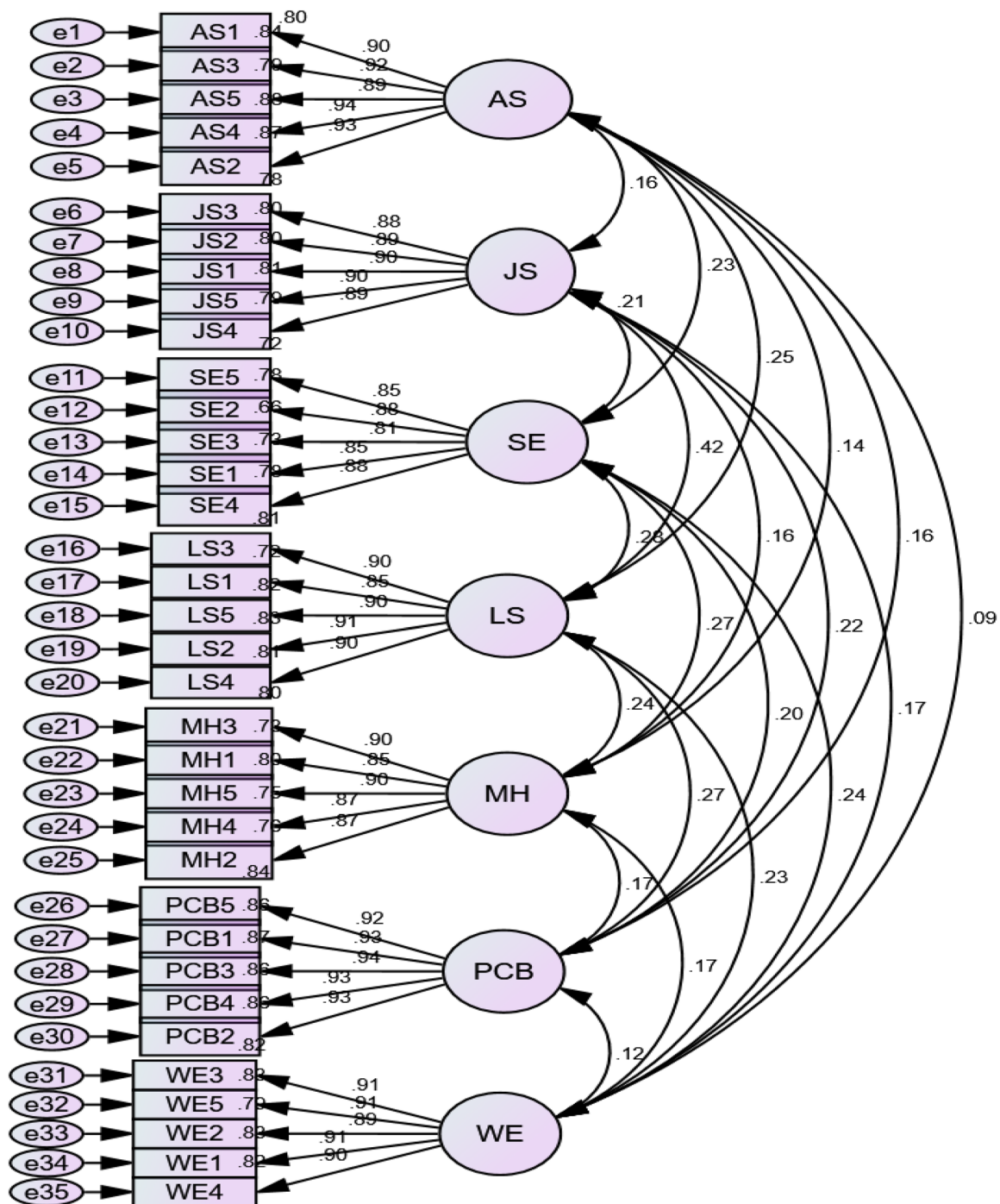


Figure 2. Measurement model. SE: Self-efficiency; MH: Mental Health; PCB: Psychological Contract Breach; AS: Abusive Supervision; WE: Work Engagement; JS: Job Satisfaction; LS: Life Satisfaction.

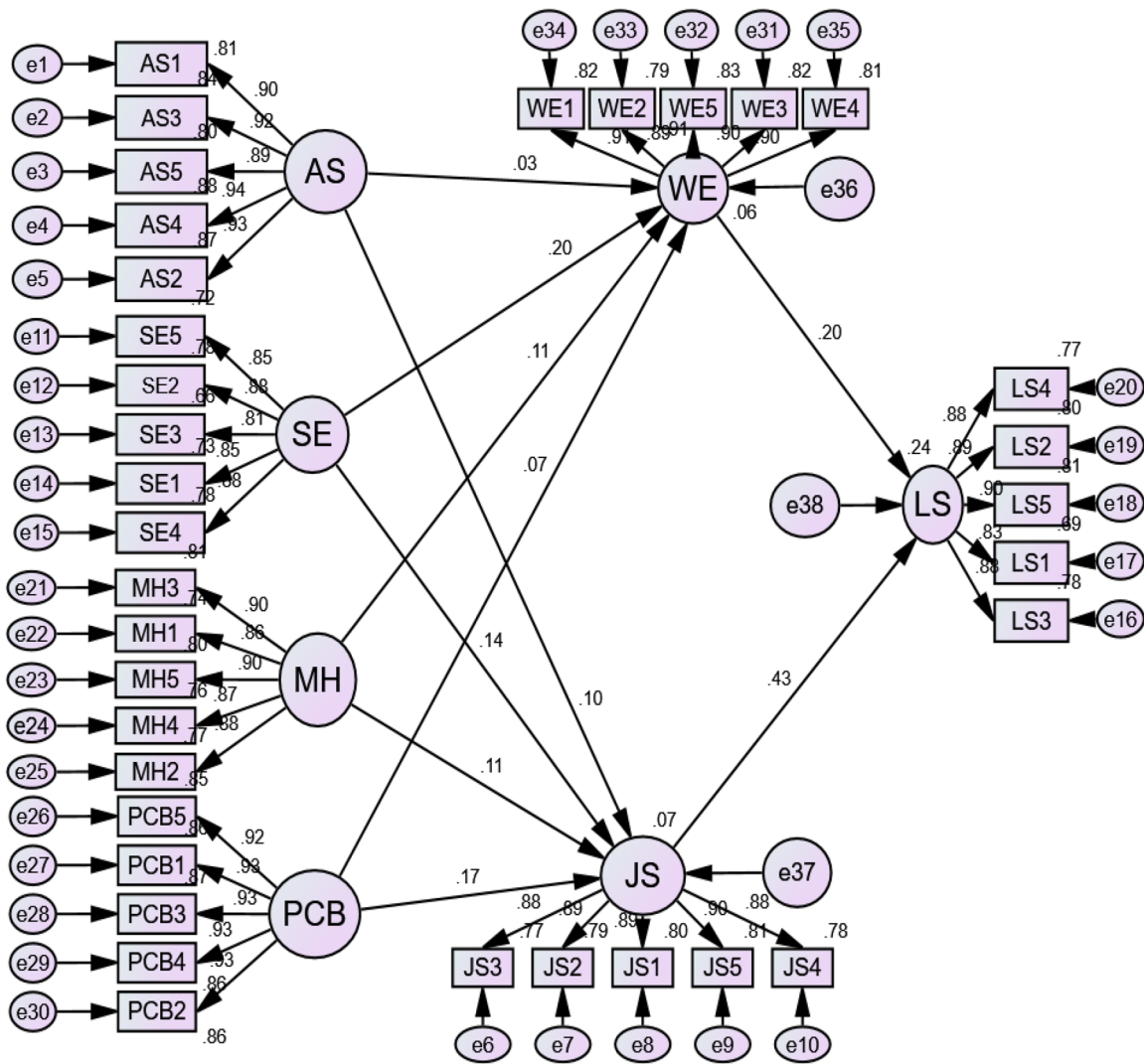


Figure 3. Structural equation model.

Table 6. Hypothesis test result.

| Results                      | Factors  | Estimate | S.E. & T value | P     | Hypothesis | Decision |
|------------------------------|----------|----------|----------------|-------|------------|----------|
| Work engagement $R^2 = 6\%$  | AS → WE  | 0.033    | 0.056 (0.586)  | 0.558 | H4a        | Rejected |
|                              | SE → WE  | 0.221    | 0.060 (3.662)  | ***   | H2a        | Accepted |
|                              | MH → WE  | 0.101    | 0.050 (2.006)  | 0.045 | H3a        | Accepted |
|                              | PCB → WE | 0.070    | 0.052 (1.344)  | 0.179 | H1a        | Rejected |
|                              | PCB → JS | 0.146    | 0.045 (3.227)  | 0.001 | H1b        | Accepted |
| Job Satisfaction $R^2 = 7\%$ | AS → JS  | 0.096    | 0.048 (1.979)  | 0.048 | H4b        | Accepted |
|                              | SE → JS  | 0.132    | 0.052 (2.559)  | 0.010 | H2b        | Accepted |
|                              | MH → JS  | 0.089    | 0.043 (2.043)  | 0.041 | H3b        | Accepted |
|                              | WE → LS  | 0.151    | 0.037 (4.115)  | ***   | H9a        | Accepted |
|                              | JS → LS  | 0.376    | 0.044 (8.509)  | ***   | H9b        | Accepted |

Model fit indices:  $\chi^2/d=1.775$ , GFI = 0.860, AGFI = 0.840, CFI = 0.970, TLI = 0.967, IFI = 0.970, NFI = 0.934, RMSEA = 0.045.

Notes:  $p > 0.05$  = not significant and \*\*\* or  $p < 0.05$  is accepted.

SE: Self-efficacy; MH: Mental Health; PCB: Psychological Contract Breach; AS: Abusive Supervision; WE: Work Engagement; JS: Job Satisfaction; LS: Life Satisfaction.

Resources (COR) Theory to understand organizational pressures and employee outcomes. Our findings also support and extend worldwide models like Lee and Shin (2017) life-career happiness relationship and Hakanen and Schaufeli (2012) work engagement framework in Bangladesh's unique socio-cultural and

organizational environment. This research offers theoretical and practical insights for promoting workplace well-being and organizational success in developing countries. Job satisfaction may determine life satisfaction. Self-efficacy and mental wellness boost job satisfaction and engagement, while PCB and abusive

supervision decrease them. Both dimensions impact PCB, abusive supervision, self-efficacy, mental health, life satisfaction, work engagement, and job satisfaction. The study (Figure 3) links life satisfaction to job satisfaction ( $\beta=0.43$ ) and work engagement ( $\beta=0.20$ ). Job and work engagement affect life satisfaction (H9a and H9b). A life-career happy relationship formed between Lee and Shin in 2017. Engagement at work boosts life satisfaction (Hakanen & Schaufeli, 2012; Su et al., 2024; Gazi et al., 2024e).

The study found that self-efficacy ( $\beta=0.20$ ) and mental health ( $\beta=0.11$ ) favorably impact work engagement. Self-efficacy and mental health promote

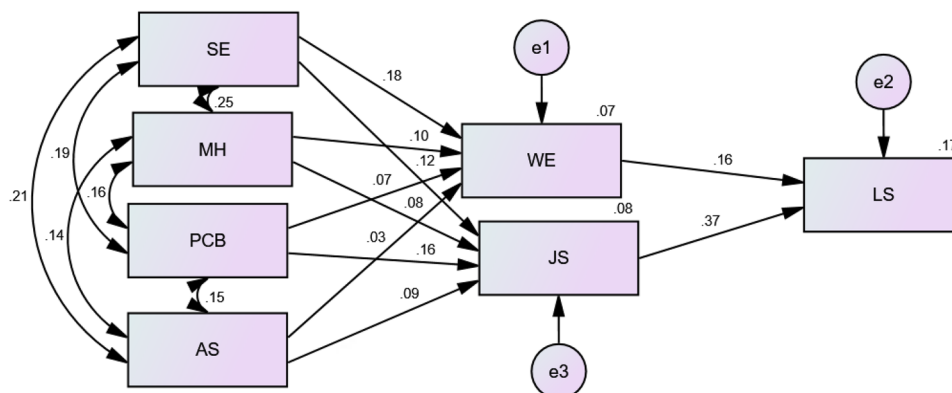
employee engagement. Employment research shows that self-confident workers work harder and succeed in difficult jobs. Professional involvement is anticipated to rise (Bandura, 1997a, 2012; Yakın & Erdil, 2012). Study links mental health and career in two ways. Early occupational interest reduces psychological suffering, report Shimazu et al. (2018). Hofman and Newman (2014) claim these pros perform better. Research shows that self-efficacy ( $\beta=0.14$ ) improves job satisfaction and employee happiness (H2b). SE decreases sadness, anxiety, tension, and fatigue and improves decision-making. SE boosts job satisfaction, suggest Ren and Chadee (2017). Better mental health correlates with higher job satisfaction ( $\beta=0.11$ ), indicating happier employees (H3b). Research shows happy people are more hopeful on duty. Meynhardt et al. (2020) and Ozturk et al. (2014) found a positive association between employment, life, mental, and social well-being (Ingelsrud & Steen, 2020; Chan, 2011). The positive effect of PCB ( $\beta=0.07$ ) and AS ( $\beta=0.03$ ) on job engagement implies that contract breaches and fake supervision may inspire workers. Unlike H1a/H4a. Important in overcrowded developing nations like Bangladesh with high PCB and AS exposure. Except during strikes and rallies, employees rarely breach pledges. PCB ( $\beta=0.17$ ) suggests psychological contract breaches may lead to job unhappiness. Our H1b theory concurs. Job satisfaction drops when employees think their company failed (Cheung et al., 2019; Qing et al., 2023; Richter et al., 2016). Psychological contract infractions waste resources and annoy workers. However, AS ( $\beta=0.10$ ) suggests that abusive supervision results in low job satisfaction. Supporting H4b. Abusive supervisors disregard workers and waste resources (Hobfoll, 2001; Zhou et al., 2016; Gazi et al., 2024f). Aggressive managers rarely produce a pleasant, resource-building workplace. Job satisfaction falls.

Job satisfaction indirectly mediates PCB, abusive supervision, self-efficacy, mental health, and life

**Table 7.** Mediation model analysis result.

| Variables                                  | Estimate | Bootstrapping  |       |         |
|--|----------|----------------|-------|---------|
|  |          | Bias-corrected |       |         |
|  |          | 95% CI         |       |         |
| Indirect effect                            |          | Lower          | Upper | p-value |
| SE → work engagement → life satisfaction   | 0.028    | 0.011          | 0.057 | 0.000   |
| SE → job satisfaction → life satisfaction  | 0.045    | 0.014          | 0.101 | 0.002   |
| MH → work engagement → life satisfaction   | 0.015    | 0.003          | 0.04  | 0.013   |
| MH → job satisfaction → life satisfaction  | 0.03     | 0.004          | 0.073 | 0.018   |
| PCB → work engagement → life satisfaction  | 0.011    | 0.000          | 0.033 | 0.042   |
| PCB → job satisfaction → life satisfaction | 0.059    | 0.026          | 0.111 | 0.000   |
| AS → work engagement → life satisfaction   | 0.004    | -0.005         | 0.023 | 0.397   |
| AS → job satisfaction → life satisfaction  | 0.035    | 0.008          | 0.079 | 0.005   |
| Total effect                               | 0.227    | 0.107          | 0.36  | 0.001   |

Notes:  $P < 0.05$  significant;  $P > 0.05$  insignificant; CI=Confidence Interval; the process repeated 5000 times.



**Figure 4.** Mediation analysis.

satisfaction: 0.059, 0.035, and 0.03 supported H7a and H7b. SE and MH raised RQ1 life satisfaction by 0.045 and 0.03, respectively. Experts examined work satisfaction predisposing elements to boost employee satisfaction. Organizational connection, career prospects, social support, and incentives increase job happiness, according to numerous studies. Job satisfaction has been extensively studied as a mediator (DiPietro et al., 2020; Koo et al., 2020). Job and life satisfaction, abusive supervision, and psychological contract violation are rarely studied. In this study, work satisfaction connects resource depletion and employee contentment. Work indirectly affects PCB, self-efficacy, mental health, and life satisfaction, except for abusive supervision. PCB, SE, and MH job engagement and life satisfaction were 0.011, 0.028, and 0.015, supporting H6a and H6b (RQ2). AS labor involvement and life enjoyment product 0.004, contradicting H5b. Supervisors rarely support abusive employees, worsening their predicament. Mistreated people avoid work to relax. High job expectations harm but motivate (Ampofo, 2021; LuqueReca et al., 2022). JD-R reduces workplace expectations like abusive monitoring (Bakker & Demerouti, 2017). Employee involvement boosts personal and professional health (Bandura & Wessels, 1997; Halbesleben et al., 2014; Lee et al., 2016).

This study enhances the comprehension of how organizational elements, including psychological contract breach (PCB) and abusive supervision (AS), interact with individual traits such as self-efficacy (SE) and mental health (MH) to influence work engagement, job satisfaction, and, ultimately, life satisfaction. The results indicate that self-efficacy and mental health positively and significantly influence work engagement and job satisfaction, corroborating previous studies that assert confident and mentally healthy employees are generally more engaged and satisfied with their work (Hakanen & Schaufeli, 2012; Tepper, 2007). In contrast, PCB and AS exhibited non-significant effects on work engagement, although they adversely affected job satisfaction, corroborating prior research emphasizing these organisational stressors' harmful influence (Bakkeli, 2021). This study underscores the pivotal mediating function of work engagement and job satisfaction in connecting SE, MH, PCB, and AS to life satisfaction, suggesting that employee well-being is influenced not solely by direct workplace experiences but also by their impact on engagement and satisfaction levels. The beneficial indirect impacts of SE and MH on life satisfaction via work engagement and job satisfaction highlight the necessity of fostering these elements in the

workplace to improve overall employee well-being. These findings align with Lee and Shin (2017) exploration of the life-career happiness relationship and provide significant insights for formulating customized HR strategies to enhance employee satisfaction within Bangladesh's distinct socio-cultural and organizational framework. This study extends existing theoretical frameworks to a developing country environment, providing practical recommendations for enhancing workplace well-being and organizational success and offering actionable insights for HR professionals and politicians.

## 6. Conclusion

Bangladesh's business sector's complex links between psychological contract breach, self-efficacy, mental health, abusive supervision, and employee life satisfaction were examined and moderated work and job satisfaction. Self-efficacy and mental health affect job, engagement, and life satisfaction. Cultural complexity or acceptance may explain why abusive supervision did not affect job satisfaction or engagement. Psychological contract violations lower job satisfaction but have complex effects on work engagement, contrary to popular belief. In developing countries like Bangladesh, conventional ideas and expectations may reframe breaches, causing workplace conflicts. Despite these intriguing findings, the study's regional concentration and cross-sectional data may limit its applicability and causation assumptions. Neglect self-reported numbers due to bias.

The study suggests researchers cross geographical and sectoral borders, use longitudinal methods to unravel causal sequences, and qualitatively represent employees' complicated lives. Many mediators and moderators boost employee happiness. The study clarifies worker well-being. Work-life satisfaction requires self-efficacy and mental health, especially in psychological contract violations and supervisor interactions. Leaders and HR professionals should promote self-efficacy, mental wellness, and psychological agreements. This study informs emerging nation employee well-being research and practice.

### 6.1. Theoretical implications

In a developing nation, this study analyses how psychological contract breakdown, self-efficacy, mental health, and abusive supervision affect employee well-being and life satisfaction. Employee happiness and engagement increase with self-efficacy and mental wellness. It also challenges stereotypes about harsh supervision in similar

circumstances. The results support the Conservation of Resources hypothesis by illustrating how personal and professional resources affect happiness.

## 6.2. Practical implications

The article recommends developing nation leaders and HR professionals promote self-efficacy and employee mental health. Psychological contract violations diminish work happiness, thus companies must honor promises. The abundant evidence on abusive supervision proposes new leadership and training methods. Employee productivity increases with self-efficacy, mental health, and contract breach mitigation. This study shows Southern Bangladesh's business sector's complicated employee well-being dynamics, setting the framework for future research and practical initiatives to enhance workplace rules and practices.

## 6.3. Limitations and future research

This extensive study on employee well-being and satisfaction in Bangladesh's corporate sector is limited by its geographical focus, cross-sectional and self-reported data that may introduce bias, and unexpected results on abusive supervision that suggest cultural differences in perception. Future studies may analyze several geographical and Sectoral contexts, demonstrate causation with longitudinal designs, and understand employee experiences with qualitative approaches. Exploring cultural elements, mediators like organizational support, and moderators like individual traits may improve employee well-being and understanding. Technology and remote work are changing the workplace, offering new opportunities to study employee well-being.

## Ethics statement

This study approval constituted ethical clearance by the School of Management Human Research Ethics Committee of Juijiang University, China.

## Informed consent

Informed consent was obtained orally from all participants to the collection, storage, and use of their given information for research purposes.

## Consent for publication

We, the authors of our paper, hereby grant consent for its publication in your journal if accepted.

## Disclosure statement

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## Data availability statement

The dataset used in this study is available from the first author on reasonable request.

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## Appendix 1. Measurement constructs

| Constructs                    | Items | Sources   |   |
|-------------------------------|-------|---|---|
| Job satisfaction              | JS1   | Overall, I'm happy with my work   | Ampofo (2021); Lester (1987); Smith et al. (1969); Diener et al. (1985) |
|                               | JS2   | I generally find great satisfaction in my work  |   |
|                               | JS3   | I enjoy working here overall  |   |
|                               | JS4   | My position offers many chances for promotion   |   |
|                               | JS5   | My company's vacation and leave policies are excellent  |   |
| Life satisfaction             | LS1   | My life is great and nearly perfect   | Ampofo (2021), Lester (1987); Smith et al. (1969); Diener et al. (1985) |
|                               | LS2   | Having achieved my primary objectives, I am content with my life  |   |
|                               | LS3   | I am content with my payment and workload   |   |
|                               | LS4   | My interactions with coworkers are kind and professional  |   |
|                               | LS5   | My life would remain unchanged if I could start over  |   |
| Psychological contract breach | PCB1  | My company didn't deliver most of its recruitment promises  | Robinson and Rousseau (1994); Mafini and Dlodlo (2014)                  |
|                               | PCB2  | My company betrayed me  |   |
|                               | PCB3  | My company has mistreated me  |   |
|                               | PCB4  | My employer has violated several commitments, while fulfilling my obligations                                       |   |
|                               | PCB5  | I think my company broke our contract   |   |
| Abusive supervision           | AS1   | My boss criticizes me in front of other people  | Tepper (2000); Badri et al. (2022); Meng (2022).                        |
|                               | AS2   | My boss is unpleasant and violent when angry  |   |
|                               | AS3   | My boss breaches commitments they make  |   |
|                               | AS4   | I get the quiet treatment from my boss  |   |
|                               | AS5   | My supervisor makes fun of me in front of other people  |   |
| Work engagement               | WE1   | I feel strong and capable at work   | Schaufeli et al. (2002); Badri et al. (2022)                            |
|                               | WE2   | I am passionate about my work, and it motivates me  |   |
|                               | WE3   | I get joy when I am engaged in diligent and strenuous labor   |   |
|                               | WE4   | Upon rising from my sleep, I proceed to my place of employment  |   |
|                               | WE5   | I take great pride in the job that I perform  |   |
| Mental health                 | MH1   | I am able to concentrate on whatever I'm doing  | Badri et al. (2022); Banks et al. (1980)                                |
|                               | MH2   | I haven't lost much sleep over worry  |   |
|                               | MH3   | I always feel that I make meaningful contributions  |   |
|                               | MH4   | I feel capable of making decisions about things   |   |
|                               | MH5   | I do not feel continuously stressed   |   |
| Self-efficiency               | SE1   | I believe my professional decisions reflect my personality  | Bandura and Wessels (1997); Unanue et al. (2017)                        |
|                               | SE2   | I feel confident doing what I do at work  |   |
|                               | SE3   | At my workplace, I experience a sense of connection with others who genuinely demonstrate concern for my well-being |   |
|                               | SE4   | I possess the capability to adhere to my plans and successfully accomplish my objectives                            |   |
|                               | SE5   | I can handle unexpected scenarios   |   |