



## **Evaluating Ihsan Behavior, Work Engagement, Job Performance With Employee Well-Being as A Mediator**

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### **Abstrak**

*Studi ini meneliti hubungan antara Perilaku Ihsan organisasi, Keterlibatan Kerja, dan Kinerja Pekerjaan, dengan Kesejahteraan Karyawan sebagai mediator. Studi cross-sectional menyelidiki dinamika organisasi di bawah perubahan yang konstan. Menurut penelitian, Perilaku Ihsan secara signifikan memengaruhi keterlibatan kerja karyawan. Hal ini memperkuat pemahaman kita tentang dampak Perilaku Ihsan pada kinerja kerja karyawan dan perlunya praktik organisasi yang mendukungnya. Studi ini juga membantu menjelaskan peran mediasi Kesejahteraan Karyawan dalam Perilaku Ihsan dan Keterlibatan Kerja. Wawasan ini membantu dalam menganalisis elemen keterlibatan karyawan. Penelitian ini menunjukkan bahwa menekankan kesejahteraan karyawan dan membina interaksi interpersonal yang kuat di antara rekan kerja sangat penting untuk menciptakan budaya tempat kerja yang mendukung keterlibatan karyawan dan kinerja organisasi jangka panjang. Perusahaan dapat menggunakan metodologi penelitian ini untuk mencapai tujuan bisnis mereka dan menumbuhkan budaya tempat kerja yang berkomitmen pada kesuksesan mereka.*

*Kata Kunci: Perilaku Ihsan; Keterlibatan dalam Pekerjaan; Kinerja Karyawan; Kesejahteraan.*

### **Abstract**

*This study examines the relationship between organizational Ihsan Behavior, Work Engagement, and Job Performance, with Employee Well-Being as a mediator. The cross-sectional study investigates organizational dynamics under constant change. According to the research, Ihsan Behavior significantly affects employee work engagement. This strengthens our understanding of Ihsan Behavior's impact on employee work performance and the need for organizational practices that support it. The study also helps explain the mediating role of Employee Well-Being in Ihsan Behavior and Work Engagement. These insights aid in analyzing employee engagement elements. This research shows that emphasizing employee well-being and fostering strong interpersonal interactions among colleagues is crucial for creating a workplace culture that supports employee engagement and long-term organizational performance. Firms can use this research's methodology to achieve their business goals and cultivate a workplace culture committed to their success.*

*Keywords: Ihsan Behavior; Work Engagement; Job Performance; Employee well-being*

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## PENDAHULUAN

In an era of workplace transition and rising pressure on businesses to prioritise employee welfare, Ihsan Behaviour deserves closer examination. Islamic Ihsan includes charity, excellence, and compassion (Gunduzoz & Gündüzöz, 2021). These behaviours have great potential to affect organisation dynamics. Organisations are increasingly realising the value of employee well-being, which is linked to workplace engagement and performance (McCarthy, Shamika, & Julia, 2010). The relationship between Ihsan Behaviour, Employee Well-Being, Work Engagement, and Job Performance is examined in this study.

Ihsan Behaviour includes compassion, kindness, and excellence that are engrained in a company's structure (Ismail & Budiningsih, 2021). It symbolises empathy, loyalty, fairness, and ethical behaviour. These naturally virtuous attributes correspond with a developing management philosophy that emphasises enterprises' power to influence positive social change beyond profit-driven goals (Bruni, 2021). As an independent variable, Ihsan Behaviour helps explain its large and extended impact on essential organisational outcomes (Javanmard, 2015). This idea fosters organization-wide discussions about compassion, ethics, and virtue.

Employee Well-Being mediates organisational dynamics (Asan, Panjaitan, Suwu, & Ferdinand, 2020; Muhammad, 2019). It integrates emotional, physical,

and psychological components of employee health (Johnson, 2017). Employee Well-Being includes no disease, happy mental and emotional moods, physical vigour, and psychological completeness (Sahai & Mahapatra, 2020). Numerous empirical studies have established a positive association between well-being, employee engagement, and professional success (Krekel, Ward, & De Neve, 2019). Numerous studies have documented the link, highlighting the potential for organisations to gain a competitive advantage. Its core principle of seeing employees as valuable resources and emphasising the link between their well-being and job performance strengthens the framework (Tj, 2019). This aligns with a current shift in organizational philosophy that prioritizes employee well-being as a central factor in achieving long-term success (Reidhead, 2021).

The mechanism by which Ihsan Behaviour improves Employee Well-Being, Work Engagement, and Job Performance is unknown (Husin, Jefri, & Periyannan, 2020). Research in this area can help organisations improve employee well-being, engagement, and performance (Santos, 2019). A supportive and inclusive workplace culture, flexible work practises, and firm and employee values that match could create a happy work environment (Davis, Law, & Emard, 2019).

Ihsan Behaviour literature, despite its solid foundation, is young. Few empirical research have studied its tremendous impact on employee outcomes, and our

grasp of this vital topic is limited. As we study organisational dynamics, a key feature remains unexplored (Mattig, 2009). The complex relationship between organisational behaviours and employee well-being has been studied (Way & MacNeil, 2006). However, the mediating role of well-being in Ihsan Behaviour and its effects on work-related outcomes have largely remained unexplored in academic research, offering an intriguing opportunity for further study.

This study examines the complicated links between Ihsan Behaviour, Employee Well-Being, Work Engagement, and Job Performance to fill gaps in knowledge (Nassani, Alhammad, & Alqahtani, 2021). This study examines how Work Engagement and Job Performance moderate the association between Ihsan Behaviour and Employee Well-Being. The research explores these complex linkages to help firms develop strategies that promote employee welfare, engagement, and effectiveness.

Understanding this complex network is essential in modern business. To create pleasant work environments, attract and retain top talent, and sustain an organization's performance, Ihsan Behaviour and its effects on employee outcomes must be studied (Okolie & Kawedo, 2018). This research aims to reveal the potential benefits of integrating Ihsan principles in the workplace and how organisations may effectively apply these ideas to boost employee welfare and

productivity.

## **KAJIAN LITERATUR**

### **Ihsan Behavior**

Scholars are increasingly using Islamic notions to study Ihsan behaviour in organisational behaviour and management (Flemban, 2020). Mercy, kindness, and compassion are emphasised, together with empathy, support, fairness, and a strong commitment to ethics (Bocarnea et al., 2018). Despite its youth, Ihsan Behaviour research has the ability to change organisational dynamics.

Since Ihsan Behaviour imposes moral requirements on leaders and staff, scholars focus on its ethical foundations (Kadhim, Ahmad, Owoyemi, & Ahmad, 2017). Ihsan-based organisations tend to provide more assistance, which improves employee well-being, emotional well-being, work satisfaction, and engagement.

Due to their impact on employee well-being and dedication, servant leadership has garnered attention (Canavesi & Minelli, 2021; Uktutias, Iswati, Hadi, & Suhariadi, 2022). The impact of Ihsan Behaviour on employee engagement has garnered academic attention.

We are developing reliable measures to assess the prevalence and effects of Ihsan Behaviour in organisations (Ibrahim, 2015; Khorshid, 2016). As the literature grows, new research possibilities emerge. Ihsan Behavior's effects on job performance and cross-cultural differences are one example. Ihsan Behaviour offers a chance to create

a compassionate and ethical framework for organisational management and leadership. Imran, Sarwar, Fatima, & Iqbal (2023) noted that this paradigm can considerably improve workplace dynamics.

### **Employee Well-Being**

Employee well-being includes physical, emotional, and psychological health in the context of organisational employment. The idea under consideration is multidimensional and indicates an individual's professional brilliance. Higher well-being is linked to higher job satisfaction, lower stress, and better work-life balance. Research in this topic often analyses how leadership styles, workload, and workplace culture affect employee well-being. Understanding the relationship between Ihsan Behaviour and employee well-being can help organisations enhance employee quality of life.

Employee well-being has been extensively studied. The precursors and effects of employee well-being have been extensively studied, including job satisfaction, work-life balance, and stress management. In this sector, research emphasises the importance of a friendly and accommodating work environment for employee well-being. Numerous studies have shown that well-being boosts occupational productivity and dedication.

### **Work Engagement**

Workers' vigour, devotion, and focus are called work engagement (Abidin et al., 2021). Engaged workers are dedicated, purposeful, and enthusiastic (Desta, 2019). Job design, leadership, and organisational

support affect work engagement (Griffith, Nordbäck, Sawyer, & Rice, 2015). Understanding how compassion, empathy, and ethical conduct may inspire employees' enthusiasm and dedication can be gained by linking Ihsan Behaviour to job engagement.

Employee well-being and work engagement are well-studied. Scholars have examined how job happiness and psychological health affect work engagement. The findings above demonstrate that people who are happier and healthier are more likely to be involved in their careers.

### **Job Performance**

Job performance assessment is a key organisational research finding (Rafferty & Griffin, 2009). Personnel efficiency in completing duties and responsibilities is the notion (Nduati & Wanyoike, 2022). The relationship between Ihsan Behaviour, employee well-being, work engagement, and job performance is crucial to understanding how fostering a culture of compassion and excellence in a business can improve human and organisational outcomes.

Work engagement and job performance have also been studied academically (Kim, Kolb, & Kim, 2013; Othman et al., 2021). Researchers have linked employee engagement to increased performance, job conduct, and organisational success (Coffie, Gyimah, Boateng, & Sardiya, 2023). This study stressed the need of work engagement to improve job performance (Lee & Kim,

2021).

### **The Effect of Ihsan Behavior on Work Engagement.**

The literature demonstrates that Islamic work ethics and Ihsan improve organisational behaviour and participation. Islamic work ethics (IWE) positively correlated with organisational citizenship behaviour and work engagement, according to Farid et al. (2019). Hayat & Rao (2020) suggested that Ihsan Behaviour may boost job engagement by increasing labour productivity.

Thus, organisations that promote Ihsan Behavior—benevolence, kindness, and excellence—may have more engaged staff. Islamic ethics' Ihsan values of empathy, support, and ethical commitment foster a good and engaging workplace (Farooq, 2019). Thus, this hypothesis suggests that organisations that support Ihsan Behaviour will have higher Work Engagement. H1 : Ihsan's behavior can affect Work Engagement.

### **The Effects of Ihsan Behavior on Job Performance.**

Findings that show Ihsan behaviour and Islamic work ethic improve job performance and satisfaction support the theory. Having a good job can boost Ihsan behaviour in nurses, according to Supiryanto et al. (2016). Islamic work ethic and job satisfaction in Islamic banks were positively correlated by Munthe (2018). Smadi et al. (2023) found that Islamic work ethic somewhat mediates job happiness and performance in Arab

workplaces, highlighting its relevance to employment outcomes. Ahmed (2014) found that Islamic work ethics moderate administrative staff job happiness and task performance. These data suggest that Ihsan behaviour and Islamic work ethic improve workplace performance and satisfaction. Thus, organisations and work environments that promote Ihsan Behaviour are likely to have employees with higher Work Engagement because it shows a commitment to benevolence, kindness, and excellence, which can lead to positive work experiences and greater job engagement. H2 : Ihsan's behavior can affect Job Performance.

### **The role of Employee Well-Being mediate the relationship between Ihsan Behavior and Work Engagement.**

Collective findings imply that employee well-being mediates the association between Ihsan behaviour and work engagement. Yogamalar & Samuel (2019) found that psychological well-being mediated the association between job engagement and organisational commitment, proving that well-being is an important mediator. Asan et al. (2020) found that perceived organisational support for holistic employee subjective well-being mediated the relationship between employee engagement, teamwork dynamics, supervisor support, and work environment, emphasising the importance of well-being as a mediator. Raza & Nadeem (2018) also found that employee engagement mediates the association between job satisfaction,



turnover intentions, and attributes. Well-being influences work outcomes, as shown by this finding.

This study found that Ihsan Behaviour improves Work Engagement, with employee well-being mediating this link (Garg & Singh, 2020). Therefore, institutions and professional environments that promote Ihsan Behavior—benevolence, quality, and kindness—are more likely to have employees with higher Work Engagement. Employee well-being mediates this (Viot & Benraiss-Noailles, 2019). H3 : Employee Well-Being can mediate the relationship between Ihsan Behavior and Work Engagement.

#### **The role of Employee Well-Being mediate the relationship between Ihsan Behavior and Job Performance.**

Various studies reveal the complex links between employee well-being, Ihsan Behaviour, and job effectiveness. Huang et al. (2016) noted that employee well-being mediates high-performance work systems and job involvement. Job satisfaction was connected to Ihsan behaviour by Supriyanto et al. (2016), suggesting mediation potential. Ahmed (2014) also discovered Islamic work ethics moderated workplace satisfaction and performance. The hypothesis argues that employee well-being mediates the relationship between Ihsan Behaviour and job performance, emphasising the need of workplace well-being to improve performance.

H4 : Employee Well-Being can mediate the relationship between Ihsan

Behavior and Job Performance.

#### **METODE PENELITIAN**

This article describes a strategy for studying Ihsan Behaviour, Employee Well-Being, Work Engagement, and Job Performance. This study examines how Employee Well-Being mediates the linkages. The cross-sectional study examined organisational dynamics in a changing climate.

Five key Ihsan Behaviour assessment indicators were developed by Ismail & Budiningsih (2021). “Having work responsibilities” means being able to accomplish job duties ethically and committedly. The term of “work motivation” refers to the level of enthusiasm and passion people show in their professional roles. Thirdly, “Improving competencies (knowledge, skill, attitude)” refers to an individual’s ability to continually improve their occupational knowledge, skills, and attitudes.

To assess work engagement, use items from (Toth & Hein, 2021). Nine items were designed to measure different characteristics of work engagement. “In the context of my professional environment, I experience a heightened sense of vitality and an overwhelming sense of enthusiasm.” Vitality and enthusiasm are key indicators of job engagement, and this term captures them. The vibrancy and excitement workers show in their professional responsibilities are crucial to job engagement evaluation.

Four indicators—quality, timeliness,

efficiency, and effectiveness—measure job performance. The selected indicators assess job performance in quality, deadlines, resource efficiency, and goal achievement. With the paradigm verified by (Ludwikowska, 2022) this study establishes a solid platform for analysing and understanding job performance in a broader context.

This study uses a well-being assessment measure developed by Reister et al. (1993), which has been confirmed and accepted by Benraïss-Noailles & Viot (2021). The measurement tool has two main indicators, Positive Well-being (PWB) and Negative Well-being (NWB), both comprising items that measure different well-being characteristics.

Positive well-being (PWB) includes tranquilly, satisfaction, ease, enjoyment, excitement, and a positive attitude. However, negative well-being (NWB) includes emotional states including tension, discomfort, worry, despair, and sadness. This study uses a well-designed and tested measure to evaluate employee well-being. Thus, it enhances workplace well-being comprehension.

A sample of 168 Sharia bankers is assessed for Ihsan Behaviour, Employee Well-Being, Work Engagement, and Work Performance using a standardised questionnaire. This study examines how Employee Well-Being mediates organisational behaviour, work engagement, and job performance.

## HASIL DAN PEMBAHASAN

This chapter will encompass a comprehensive examination of various outcomes, encompassing the assessment of validity as well as the testing of hypotheses.

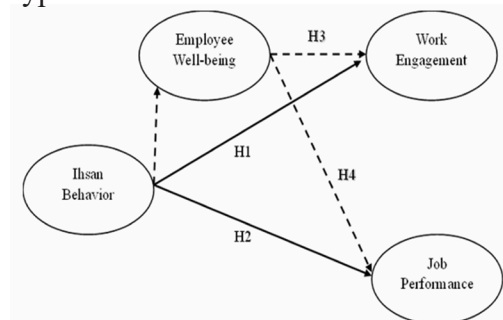


Figure 1. Conceptual Framework

Variable	Item	Loading Factor	AVE	Result
Ihsan Behavior	X1	0,729	0,527	Valid
	X2	0,704		
	X3	0,742		
	X4	0,731		
	X5	0,706		
	X6	0,717		
	X7	0,713		
	X8	0,745		
	X9	0,740		
	X10	0,726		
	X11	0,747		
	X12	0,706		
Work Engagement	Y1.1	0,700	0,546	Valid
	Y1.2	0,777		
	Y1.4	0,748		
	Y1.5	0,734		
	Y1.6	0,759		
	Y1.7	0,726		
	Y1.8	0,743		
	Y1.9	0,721		
	Job Performance	Y2.1		
Y2.2		0,741		
Y2.3		0,765		
Y2.4		0,721		
Y2.5		0,704		
Y2.6		0,727		
Y2.7		0,745		
Y2.8		0,739		
Employee Well-being	Z1	0,731	0,525	Valid
	Z2	0,721		
	Z3	0,714		
	Z4	0,717		
	Z5	0,730		
	Z6	0,730		
	Z7	0,728		
	Z8	0,740		
	Z9	0,727		
	Z10	0,716		
	Z11	0,713		

Source: SmartPLS Output

Factor analysis of several research variables is shown in Table 1. These data illuminate construct accuracy and reliability.

All 12 “Ihsan Behaviour” items had significant factor loadings above 0.5. This suggests these items are crucial to Ihsan Behaviour. The average Variance Extracted value of 0.527 indicates that the variables describe the construct well. Additionally, the results confirm that the previously defined criteria are trustworthy Ihsan Behaviour markers.

Eight components in the “Work Engagement” construct have factor loadings above 0.5. The research variables adequately assess the Work Engagement construct, as shown by the AVE score of 0.546. The validated results show that these variables assess this construct reliably.

The “Job Performance” variable has 8 items with high factor loadings. The average variance extracted value of 0.543 implies these factors adequately represent Job Performance. The results confirm this measurement’s validity.

The “Employee Well-being” variable has 11 items with high factor loadings. A mean value of 0.525 suggests that this study’s factors capture employee well-being. This measurement’s precision and reliability are confirmed by the data.

This study found that the variables utilised have good measurement quality and are reliable for assessing constructs. The component analysis lays the groundwork for Ihsan Behaviour, Work Engagement, Job Performance,

and Employee Well-being analysis.

Tabel 1. Reliability Test

Variable	Item	Loading Factor	AVE
Ihsan Behavior	0,918	0,930	Reliable
Job Performance	0,879	0,905	Reliable
Work Engagement	0,881	0,906	Reliable
Employee Well-being	0,909	0,924	Reliable

The findings of this study’s reliability assessment indicate that the measures used to evaluate the organizational concepts of Ihsan Behavior, Job Performance, Work Engagement, and Employee Well-being are highly reliable. Each variable demonstrates exceptionally high reliability, as evidenced by substantial Composite Reliability values ranging from 0.905 to 0.930 and Cronbach’s Alpha values ranging from 0.879 to 0.918. This suggests that the constructs are consistently measured by the items used.

The high reliability of these variables indicates that their measurement is dependable within the scope of this investigation. This implies that the results obtained from research using these measures can be trusted to be consistent and reliable. Therefore, the robust reliability test results provide a strong foundation for the analysis and conclusions drawn in this research, thereby enhancing confidence in the study’s findings.

Table 3. Direct Effect

Direct Effect	Original Mean	T-Statistic	P-Value	Description
Employee Well-being -> Work Engagement	0,518	7,561	0,000	Accepted
Employee Well-being -> Job Performance	0,476	6,248	0,000	Accepted



Two substantial direct effects were found in this investigation. The data show that Employee Well-Being strongly affects Work Engagement (coefficient = 0.518). This finding is statistically significant due to a high t-statistic of 7.561 and a p-value of 0.000. This suggests that work involvement improves employee well-being. According to this study, engaged workers are usually happier.

The coefficient value of 0.476 shows that Employee Well-being significantly affects Job Performance. The strong t-statistic (6.248) and p-value (0.000) indicate statistical significance. Job performance and employee well-being are positively correlated. This supports the idea that employee well-being improves organisational effectiveness.

These findings indicate that staff well-being programs can increase organisational performance and engagement. This may motivate human resource practices that prioritise employee well-being to improve workplace performance.

Table 4. Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Ihsan Behavior -> Employee Well-being -> Work Engagement	0,464	0,458	0,065	7,170	0,000
Ihsan Behavior -> Employee Well-being -> Job Performance	0,426	0,419	0,071	6,020	0,000

This study suggests that Ihsan's behaviour indirectly affects employee

well-being and job performance. It appears that Ihsan's actions positively impact employee welfare, which improves job performance. The sample mean for Ihsan's behaviour is 0.426, higher than employee well-being at 0.419. The sample mean is 0.071 for the standard deviation. The effect is statistically significant due to the high t-statistic and close-to-zero p-value. Positive Ihsan behaviour towards staff may improve their welfare and job performance. The findings support the idea that employee well-being mediates Ihsan's behaviour and organisational outcomes.

Ihsan's behaviours may indirectly affect employee well-being and work engagement, according to the study. Staff wellbeing and work engagement are greatly improved by Ihsan's actions. With a standard deviation of 0.065, Ihsan behaviour scores marginally exceed employee well-being scores. High statistical results support this relationship's relevance. Ihsan's kindness boosts staff morale and engagement. This study helps explain how Ihsan's actions boost employee engagement and well-being. The results show that employee well-being mediates Ihsan's behaviour and employee outcomes like job engagement and performance.

## DISCUSSION

### Ihsan Behavior effect on Work Engagement.

This study shows a link between Ihsan's behaviour and employee engagement. Ihsan's polite, caring, and

considerate behaviour towards coworkers boosts employee engagement (Ababneh, Avramenko, Abdullah, & Aleassa, 2022; Tufail, Ahmad, Ramayah, Jan, & Shah, 2017). This supports earlier beliefs that good and supportive work environments help motivate and engage people (Chakraborty & Ganguly, 2019). Thus, this study illuminates Ihsan's Behavior's impact on organisational work engagement.

This study has major consequences for organisational culture and HRM. Through training and awareness of pleasant colleague interactions, organisations can incorporate the Ihsan Behaviour idea into human resource management methods. By encouraging Ihsan Behaviour and employee involvement, organisations may improve employee satisfaction, productivity, and retention. Given globalisation and rising competition, fostering and rewarding Ihsan Behaviour in the workplace may help organisations achieve their goals and ensure sustainability (Jose, Minh, Ullah, & Sadiq, 2021). Therefore, these findings provide a foundation for workplace policies and practices that prioritise employee engagement and well-being. Ihsan Behaviour Effect on Job Performance.

This study sheds light on how Ihsan's behaviour affects employees' performance. According to this study, Ihsan's good behavior—attention, empathy, and concern for coworkers—significantly affected job performance. These findings show that positive Ihsan behaviour improves job performance (Mokhtar, Arifain, Isa, Jailani,

& Othman, 2020). This supports the hypothesis that positive relationships with coworkers and workplace support inspire people to achieve at their best (Basford & Offermann, 2012). These studies affect human resource management and organisational growth. Ihsan Behaviour in the workplace may be promoted by proactive methods including communication training, improved teamwork, and a corporate culture that values good interactions (Bannay, Hadi, & Amanah, 2020). Ihsan behaviour in the workplace boosts employee performance and helps companies meet their goals (Aman-Ullah & Mehmood, 2022). These findings also demonstrate the importance of positive employee conduct and relationships in improving job quality and productivity and strengthening a competitive organisational culture. The above statistics provide a solid foundation for organisations wanting to improve employee performance by encouraging Ihsan Behaviour in the workplace.

### **Employee Well-Being mediate the relationship between Ihsan Behavior and Work Engagement.**

This study is important for understanding how employee well-being mediates Ihsan's behaviour and job engagement. This research found that Ihsan's exceptional behaviour, which includes attentiveness, empathy, and concern for colleagues, improves employees' well-being and engagement. Employee Well-Being helps explain how Ihsan's behaviour affects Work Engagement

by mediating this relationship. These findings support hypotheses that employee well-being boosts job engagement (Huang et al., 2016).

The implications for human resource management and organisational growth are significant. Organisations may consider Ihsan work practices to boost employee engagement and well-being. Positive employee behaviour and well-being can help organisations achieve business goals, enhance productivity, and create an employee-centric culture (Supriyanto et al., 2016). These findings emphasise the need of understanding Employee Well-Being as an intermediate between Ihsan's Conduct and Work Engagement. They also underpin workplace well-being policies and practices.

### **Employee Well-Being mediate the relationship between Ihsan Behavior and Job Performance**

This study improves our understanding of how employee well-being mediates the association between Ihsan behaviour and job performance. According to study, Ihsan's attentiveness, concern, and empathy for coworkers improves Employee Well-Being and job performance. Employee Well-Being is crucial to understanding how Ihsan Behaviour affects employee results (Jernsittiparsert, Chankoson, Malik, & Thaicharoen, 2021). This research supports theoretical frameworks that emphasise employee well-being in increasing job performance and productivity (Slemp, Kern, & Vella-Brodrick, 2015).

These findings affect human resource management and organisational growth greatly. Proactively promoting Ihsan behaviour in the workplace may improve employee welfare and job performance (Ahmad, Ullah, AIDhaen, Han, & Scholz, 2022; Aman-Ullah & Mehmood, 2022). Organisations can boost employee performance, company goals, satisfaction, and retention by promoting employee well-being and behaviour. According to the research, Employee Well-Being mediates Ihsan Behaviour and job performance, making it vital to understand. By setting the stage for organisational initiatives, they foster a more employee-focused workplace.

### **CONCLUSION**

This study explores Ihsan Behaviour and key organisational outcomes. Ihsan Behavior—compassion, empathy, and concern for coworkers—improves employee well-being, work engagement, and job performance. This study emphasises the necessity of healthy workplace connections for Ihsan Behaviour development.

The findings advise reevaluating HR management and organisational culture. Ihsan Behaviour in a company's culture and operations might be beneficial. Cultural factors can boost employee well-being, engagement, and performance. These boost productivity, employee satisfaction, and global competitiveness.

This study emphasises employee well-being and working connections in the present workplace. This method helps

organisations meet their goals and create a positive work environment while showing a strong commitment to success.

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