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Research Article / *Araştırma Makalesi*

THE REGULATORY ROLE OF COVID-19 FEAR ON THE RELATIONSHIP BETWEEN LEADER'S MINDFULNESS LEVEL, TRANSFORMATIONAL LEADERSHIP STYLE, RESILIENCE AND EMPLOYEE WELL-BEING*

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ABSTRACT

The aim of this study is to reveal the relationships between the leader's mindfulness level (LML), transformational leadership style (TLS), resilience and employee well-being (EWB). Another aim of the research is to investigate the moderator effect of fear of Covid-19 on the relationship between the LML, TLS, resilience and EWB. There is limited research in the literature on leader mindfulness, which is a new leadership perspective. In addition, research on Covid-19 mostly examines the physiological state and health factors of individuals. The study differs from other studies in the literature from these aspects. The universe of the study consists of employees of small and medium-sized enterprises (SMEs) operating in the manufacturing sector in Adana. Surveys consisting of LML, TLS, resilience and EWB scales were applied to 406 employees. Simple random sampling method was used in the study. During the research, coinciding with the Covid-19 pandemic and collecting data in the cross-sectional time period in terms of the time it covers are among the limitations of the study. As a result of the analyzes, it was found that LML, TLS and its sub-dimensions had a significant effect on EWB an its sub-dimensions. It was found that LML, TLS and its sub-dimensions had no significant effect on resilience. In addition, it was found that fear of Covid-19 did not have a modulating effect between LML and resilience, LML and EWB, TLS and resilience and TLS and EWB.

Keywords: *Leader's mindfulness level, transformational leadership style, resilience, employee well-being, the fear of Covid-19*

JEL Classification: *D23, M00, M10, M19*

LİDERİN BİLİNÇLİ FARKINDALIK DÜZEYİ VE DÖNÜŞÜMCÜ LİDERLİK TARZI İLE PSİKOLOJİK DAYANIKLILIK VE ÇALIŞAN İYİ OLUŞU ARASI İLİŞKİDE, COVID – 19 KORKUSUNUN DÜZENLEYİCİ ROLÜ

ÖZET

Bu çalışmanın amacı; liderin bilinçli farkındalık düzeyi (LML) ve dönüşümcü liderlik tarzı (TLS) ile psikolojik dayanıklılık ve çalışan iyi oluşu (EWB) arasındaki ilişkilerin ortaya çıkarılmasıdır.

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Ayrıca liderin bilinçli farkındalık düzeyi ve dönüşümcü liderlik tarzı ile psikolojik dayanıklılık ve çalışan iyi oluşu arasındaki ilişkide Covid-19 korkusunun düzenleyici etkisini araştırmaktır. Yeni bir liderlik bakış açısı olan liderin bilinçli farkındalığı ile ilgili literatürde sınırlı sayıda araştırma yer almaktadır. Ayrıca Covid-19'a dair araştırmalar çoğunlukla bireylerin fizyolojik durumu ve sağlık faktörlerini incelemektedir. Çalışma bu yönleriyle alanyazındaki diğer çalışmalardan farklıdır. Çalışmanın evrenini Adana ilinde imalat sektöründe ait faaliyet göstermekte olan küçük ve orta ölçekli işletme (KOBİ) çalışanları oluşturmaktadır. 406 çalışana LML, TLS, Psikolojik dayanıklılık ve EWB ölçeklerinden oluşan anketler uygulanmıştır. Çalışmada basit tesadüfi örnekleme yöntemi kullanılmıştır. Araştırma esnasında Covid-19 pandemisine denk gelmek ve kapsadığı süre bakımından kesitsel zaman aralığında veri toplanması çalışmanın sınırlılıkları arasında yer almaktadır. Analizler sonucunda LML ile TLS'nin EWB ve alt boyutları üzerinde anlamlı bir etkisinin olduğu bulgulanmıştır. LML ile TLS ve alt boyutlarının psikolojik dayanıklılık üzerinde anlamlı bir etkisinin olmadığı bulgulanmıştır. Ayrıca, LML ve psikolojik dayanıklılık, LML ve EWB, TLS ve psikolojik dayanıklılık ile TLS ve EWB arasında Covid-19 korkusunun düzenleyici etkiye sahip olmadığı bulgulanmıştır.

Anahtar Kelimeler: *Liderin bilinçli farkındalık düzeyi, dönüşümcü liderlik tarzı, psikolojik dayanıklılık, çalışan iyi oluşu, Covid-19 korkusu*

JEL Sınıflandırması: *D23, M00, M10, M19*

1. Introduction

The New Coronavirus Disease Covid-19, which started in Wuhan, China in December 2019 and spread to the world in a short time, has been described as the biggest epidemic of the 21st century. On average, there have been more than 24 million cases and 840,000 deaths worldwide (WHO, 2020). Pandemics, such as Covid-19, in which all individuals are at risk of getting sick and for which there is no definite information about its treatment, can increase the level of fear and anxiety of individuals due to the uncertainty it creates (Doğan & Düzel, 2020). Although great importance is attached to the measures taken to provide the physiological treatment of individuals caught in the Covid-19 epidemic, it has been relatively neglected to determine the psychological health needs of the individuals affected by this epidemic. In addition, the fear of epidemic disease has an undeniable effect on psychological resilience and well-being (Xiang et al., 2020).

Leader's Mindfulness Level (LML) has become an important element that draws attention with its effect on psychological well-being and positive psychological health in recent years. Many philosophical and psychological traditions have emphasized the importance of mindfulness to develop and maintain well-being (Brown & Ryan, 2003). Conscious leadership; It can be defined as the ability of a leader to self-regulate by assimilating events and experiences in a non-judgmental manner within the framework of openness and curiosity (Ghorbani et al., 2014). Since conscious leaders are individuals who are not distracted and unbiased, their function facilitates the conduct of business in organizations (Glomb et al., 2011).

Transformational Leadership Style (TLS) In the globalizing world, a single and well-known leader element is no longer sufficient for businesses. A person who is a leader must have different characteristics in order to maintain his leadership and to support his employees by inspiring them (Tıraş et al., 2021). According to Bass (1985), transformational leaders support their subordinates, inspire them and motivate employees with various behaviors. Specifically, transformational leadership is addressed in four dimensions: idealized influence, motivational inspiration, intellectual stimulation, and self-evaluation.

In today's competitive business environment, only physical and financial capital is not sufficient for the sustainability and success of businesses. In addition, types of capital such as psychological and social capital are also important. Resilience, one of the sub-dimensions of positive psychological capital, is defined as the resistance of individuals to uncertainties and difficulties and stressful situations, and the capacity to cope with this situation (Luthans & Youssef, 2004).

Employee Well-Being (EWB) Subjective Well-Being (SWB), Workplace Well-Being (WWB), Psycholocigal Well-Being (PWB) Workplace conditions are quite different from daily life, therefore the concept of employee well-being is different from the concept of general well-being. Employee well-being consists of three sub-dimensions: life well-being (subjective well-being), workplace well-being and psychological well-being. Employee well-being Employees' psychological state improves, contributes to the development of their potential, and employees with good employee well-being create positive work outputs, thus increasing the overall competitiveness of the company (Zheng et al., 2015).

Individuals with self-disorder have developed a defensive system against these emotions in order to protect themselves from painful emotions in order to develop a true self. The painful feelings in the brains of these individuals create the effects of abandonment depression (Masterson, 1972). Feelings of abandonment at this point The original four horsemen of depression, fear, anger, guilt, despair and emptiness of the six psychiatric horsemen of the Apocalypse; A total of six horsemen are strong enough to fight social chaos and destruction as war, hunger, flood and epidemic disease (Masterson, 1972). From this point of view, epidemic disease and fear can be described as one of the psychiatric horsemen of the Apocalypse and can cause depression, helplessness, etc. on individuals. may have negative effects. Covid-19 is not only a periodic epidemic disease, but also a factor that can have deep psychological effects on humanity and society.

The aim of this study, to reveal the relationship between the leader's mindfulness level, transformational leadership style, resilience of the employee and employee well-being which are important elements in today's competitive business world. In addition, it is to investigate the moderator effect of fear of Covid-19 on the relationship between the LML, TLS, Resilience and EWB. There is limited research in the literature on leader mindfulness, which is a new leadership perspective. In addition, research on Covid-19 mostly examines the physiological state and health factors of individuals. There are a limited number of studies investigating the psychological effects of the fear of Covid-19, which affects business and social life, on employees. Based on these points, it is aimed to carry out this research with the hope that the study will contribute to the literature.

2. Literature Review and Theories

Mindfulness was first developed in 1979 by John Kabat-Zinn, a pioneer in this field, as a psychotherapy practice as a result of integrating traditional Buddhist meditation practices with the Western understanding of cumulative psychology. Thanks to the Mindfulness-Based Stress Reduction Program (MBSR) implemented by Kabat-Zinn in 1979, it started to make a name for itself in the world, and its effects began to be seen after the 1990s (Langer, 1989). Mindfulness, according to John Kabat-Zinn (1994), consists of the process of giving quality attention to cur-

rent situations. It is expressed as focusing one's attention on the events that are happening now, in a non-judgmental and accepting way. Consciously aware leadership is, it can be described as the ability of a leader to self-regulate by assimilating events and experiences in a non-judgmental manner within the framework of openness and curiosity (Ghorbani et al., 2014). According to Brown (2015), leaders with mindfulness have the ability to increase their capacity to build sustainable and lasting relationships. In addition, leaders with conscious awareness are more effective in business life. The capacity to manage their own emotions and manage relationships with others is more developed in leaders with a high level of mindfulness. There are some theories that build the basis of the leader mindfulness theory, which is examined within the scope of the research. The common idea of Buddhist philosophy and cognitive therapies is that we 'shape the world with our thoughts'. Mindfulness and cognitive behavioral theory have similar goals. Cognitive behavioral therapies transform the information processing process of individuals into a clearer and more objective situation and aim to provide psychological well-being. Conscious awareness also enables the individual to focus on the present moment through his senses and, in this way, to regulate his emotions more effectively without being judgmental (Miller et al., 1995). In parallel with the approach in Buddhist psychology, the humanistic approach also emphasizes the ability of the individual to functionalize their capacity, to live in the present, to be aware of emotions and experiences, and to accept decisions responsibly (Shahrokh & Hales, 2003). The humanistic theory is similar to the conscious awareness element in that it gives importance to the understanding of empathy, the absence of judgment in its basis, and the fact that the thoughts are listening and accepting at the core (Çelikler, 2017).

The concept of transformational leadership was used for the first time in Dawston's (1973) research titled "Rebel Leadership". The concept of transformational leadership was later introduced to the literature by James McGregor Burns in 1978. Later, in the following years, it was developed under the name of Transformational Leadership Theory by Bass et al. (Akbolat et al., 2013). Transformational leaders are leaders who support the development of their employees, give importance to the ideas of their employees, and clearly show their confidence in the achievement of goals. Transformational leaders, with the motivation they provide, ensure that the individual goals of the employees are replaced by organizational goals (Taşgit & Sert 2017). According to Bass (1985), transformational leadership is among the situational leadership theories. Transformational leadership in Bass' theory of Multi-Factor Leadership; It consists of idealized influence, inspiring motivation, intellectual stimulation and individualised consideration (Bass, 1998). According to Bass, transformational leadership consists of four sub-dimensions (Bass, 1990). *Idealized influence (charisma*): The leader enables subordinates to perceive the mission and establishes the vision. The leader instills self-respect in his subordinates by creating the ideal effect. He gains the respect and trust of his subordinates. *Inspirational dimension*: The leader communicates great expectations to his subordinates. Uses symbols to help subordinates focus on success and effort. The leader clearly explains important goals and objectives. *Intellectual stimulation dimension*: The leader encourages rationality, rationality, and seeking solutions. *Individualized attention*: The leader shows individual attention to his subordinates. He coaches them and gives important advice.

Covid-19, which started in Wuhan, China in December 2019 and spread all over the world in a short time, became the biggest epidemic that humanity has seen in the 21st century, was declared a pandemic on March 11, 2020. More than 24 million disease cases and

nearly 840,000 deaths have been reported worldwide related to Covid-19 (WHO, n.d.). The inability to find a cure for the Covid-19 disease caused individuals to be afraid and worried. Fear situations arising from the Covid-19 pandemic are reflected in the behaviors and attitudes of individuals (Paksoy, 2020). It has been reported that the social attitudes and behaviors of individuals experiencing fear and anxiety of Covid-19 have changed greatly (Lee, 2020). The state of uncertainty caused by the Covid-19 pandemic causes fear in people (Lum & Tambyah, 2020). With the COVID-19 epidemic in Turkey, examining the psychological reactions to the disease in individuals and associating it with various variables is still waiting to be discovered (Doğan & Düzel, 2020). The Covid-19 pandemic causes health problems in two ways. The first is the physical health problems directly caused by the virus, and the second is the psychological problems such as anxiety, fear and panic associated with the epidemic. In the early days of the pandemic, th e physiological consequences of the virus have been studied more and the psychological consequences have not been given much attention. However, even if the epidemic ends, these psychological effects will likely continue for a while (Aşkın et al., 2020). There are various theories that underlie the fear of Covid-19 examined in the research. According to Folkman & Lazarus (1987) Transactional Stress and Coping with Stress Model; Stress is seen as a result of the 'person-environment interaction' that the individual evaluates regarding his/her peace or general well-being or exceeds his/her resources. Coping is; It is expressed as the cognitive and behavioral efforts of the individual to meet the needs and difficulties and to keep them under control. According to the Transactional Stress Theory, the effect of stress is the primary and secondary attributions of the individual. Primary attributions consist of the individual's perception of susceptibility to stress, perceived difficulty, and source of stress. Secondary attributions consist of the consequences of stress and perceived control of emotions and self-efficacy. At this point, in epidemics such as Covid-19, stress and fear reactions occur within the framework of individual differences (Arıkan, 2021).

The concept of resilience was first used by Kobasa in 1979. Kobasa conducted the first research on resilience as part of a 12-yeared research program at a telephone company, and found that resilient workers had a lower incidence of illness than non-resilient workers. After this study, Kobasa's research conducted in 1982 reported that when individuals experience stressful events, psychological resilience reduces the likelihood of harmful effects related to that stress (Budak, 2015). Resilience, one of the sub-dimensions of positive psychological capital, is defined by Luthans (2002) as follows, It is the ability of individuals to struggle with these situations in the face of a stressful situation, change, risk. Luthans also stated that this ability can be developed over time. A definition of resilience in organizational behavior literature is; It is the individual's ability to stand strong against factors such as conflict, uncertainty, and failure. The reason why psychological resilience is considered important in business life stems from the desire to reveal this skill (Luthans, Youssef & Avolio, 2007b). The basis of the Resilience element is based on the 'Positive Psychology Approach'. In the 1900s, some scientists such as Seligman, Csikszentmihalyi, and Diener became the leading researchers of the positive psychology movement as a reaction to the classical psychology approach and its perspective of repairing only negatives (Çınar, 2011; Seligman, 1998). Positive psychology increases the awareness of individuals in various situations; aims to protect individuals against the difficulties and negative situations of life. At this point, positive psychology emphasizes resilience (Gable & Haidt, 2005).

Employee well-being is a combination of individuals subjective, psychological and workplace well-being. (Tunç, 2019). Employee well-being is expressed as the physical and mental well-being of employees in the workplace (Çankır & Semiz Çelik, 2018). Working is an important component of most people's lives, and making employees feel happy at work emphasizes the concept of employee well-being. Workplace conditions are quite different from everyday life, so the concept of employee well-being is different from the concept of general well-being. Employee well-being consists of three sub-dimensions: life well-being (subjective well-being), workplace well-being and psychological well-being. Thanks to the provision of employee well-being, the psychological state of the employees improves, contributing to the development of their potential, and employees with a good level of employee well-being reveal positive work outputs. Thus, the overall competitiveness of the firm increases (Zheng et al., 2015). Employee well-being consists of three sub-dimensions: subjective well-being, psychological well-being and workplace well-being (Page & Vella-Brodrick, 2009). Subjective well-being; refers to individuals' general assessments of their quality of life based on their personal quality of life standards. Life satisfaction consists of the individual's perception of quality of life and emotional experience components consisting of positive and negative emotions (Diener, 1984). The philosophical roots of psychological well-being stem from the eudaimonic approach, which is the well-being of psychological functions and the fulfillment of personal potential. Psychological well-being consists of a six-dimensional model. These dimensions are; It consists of self-acceptance, personal development, life purpose, positive relationships with people, environmental dominance and autonomy (Ryff, 1989). Workplace well-being consists of the concepts of job satisfaction and emotional well-being (Page & Vella-Brodrick, 2009). When the literature is examined, it has been seen that there are various theories that build the basis of employee well-being. According to the End Theory; He argues that individuals have a purpose in life, and that individuals reach happiness when they achieve a certain end point such as a purpose or need. According to the approach of the End Theory; It is claimed that people consciously set goals and when goals are fulfilled, this results in a high level of well-being (Gencer, 2018). When individuals think that their goals are essential and achievable, their subjective well-being increases, but these wishes should be seen as valuable by the individual (Diener & Fuijita, 1995). According to Ryff (1989), the fact that individuals have a good part of their life is the reason for the individual's psychological health. Ryff's concept of psychological well-being consists of six dimensions. These; autonomy, self-acceptance, positive relationships with others, life purpose, environmental control, and personal growth. These dimensions that provide psychological well-being were obtained from the determinants of positive criteria of mental health (Ryff et al., 1999). The pleasure of doing some activities may be more than the pleasure to be obtained as a result of it. Flow refers to the strong feeling that an individual feels internally about being involved in such an activity (Csikzentmihalyi, 2005). When the activities carried out by the individual are in accordance with their goals and competencies, the individual gives his/her full attention to the activity he/she has done and this contributes to his/her well-being levels. On the contrary, if the individual turns to activities other than his own knowledge and skills, this situation does not contribute to the level of well-being, on the contrary, it creates a negative effect on the state of well-being (Dumlu, 2021). The dynamic balance theory put forward by Headey & Wearing (1991) argues that subjective well-being is shaped by the individual's unique feelings and thoughts. According to this theory, normal life events do not change the individual's subjective well-being, only events that are not considered normal cause changes in the individual's subjective well-being. When an individual experienc-

es a positive or negative event outside of normal, his subjective well-being is affected by this situation, but after a while it reaches a constant level again (Tuzgöl Dost, 2004).

3. Material and Method

3.1. The Problem and Research Questions

When the literature is examined, it is seen that mindfulness is a concept that has just begun to be researched. There is a limited amount of research about the mindfulness level of the leader, which can have significant effects in today's innovative and changeable business life. In addition, studies examining the psychological effects of fear of Covid-19 on employees are limited, and studies on Covid-19 mainly examine physiological effects. From these points of view, in this study, the relations between the leader's mindfulness level and transformational leadership style, resilience and employee well-being were examined. In addition, it was also examined whether the fear of Covid-19 has a moderator role in the relationship between the leader's mindfulness level, transformational leadership style and resilience, employee well-being.

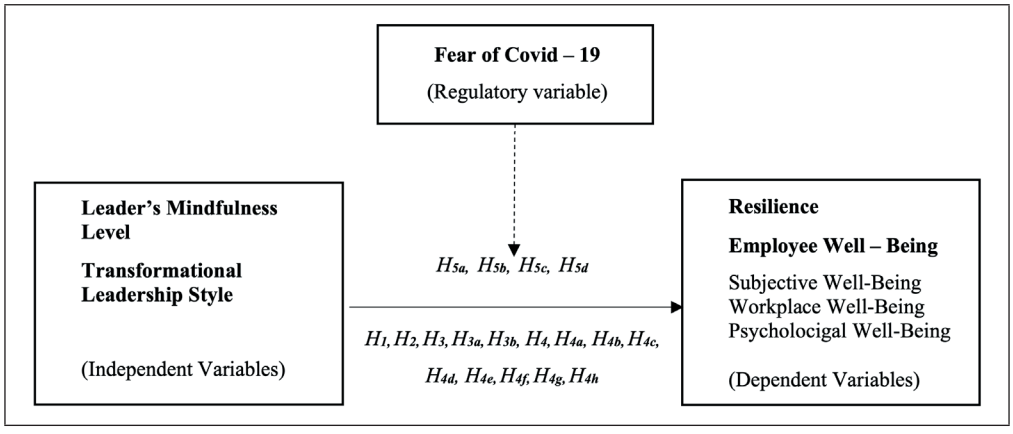
In this context, the research questions to be answered in the study are as follows:

- Is there a significant relationship between the leader's mindfulness level, transformational leadership style, fear of Covid-19, psychological resilience and employee well-being variables?
- Does the fear of Covid-19 have a moderating role in the relationship between the leader's mindfulness level, transformational leadership style, resilience and employee well-being?

3.2. Research Model and Hypotheses

In this research, the leader's mindfulness level and the transformational leadership were considered as independent variables; resilience and employee well-being were considered as dependent variables. In order to determine whether it affects the direction and/ or strength of the relationships between the independent variables and the dependent variables, the fear of Covid-19 was considered as the moderator variable. The visual model of the research is given in Figure 1.

Figure 1: Research model



The hypotheses to be tested within the framework of the research model are given in Table 1.

Table 1: Research Hypotheses

$H_{1:}$ *The Leader's Mindfulness Level has a significant effect on Resilience.*
$H_{2:}$ *The Leader's Mindfulness Level has a significant effect on Employee-Well Being.*
$H_{3:}$ *Transformational Leadership has a significant effect on Resilience.*
$H_{3a:}$ *The Intellectual Stimulation Sub-Dimension of Transformational Leadership has a significant effect on Resilience.*
$H_{3b:}$ *The Idealized Influence(Charisma) Sub-Dimension of Transformational Leadership has a significant effect on Resilience.*
$H_{4:}$ *Transformational Leadership has a significant effect on Employee Well-being.*
$H_{4a:}$ *The Intellectual Stimulation Sub-Dimension of Transformational Leadership has a significant effect on Employee Well-Being.*
$H_{4b:}$ *The Idealized Influence (Charisma) Sub-Dimension of Transformational Leadership has a significant effect on Employee Well-Being.*
$H_{4c:}$ *The Leader's Mindfulness Level has a significant effect on the Subjective Well-Being Sub-Dimension of Employee Well-being.*
$H_{4d:}$ *Transformational Leadership has a significant effect on the Subjective Well-Being Sub-Dimension of Employee Well-being.*
$H_{4e:}$ *The Leader's Mindfulness Level has a significant effect on the Workplace Well-being Sub-dimension of Employee Well-being.*
$H_{4f:}$ *Transformational Leadership has a significant effect on the Workplace Well-Being Sub-Dimension of Employee Well-being.*
$H_{4g:}$ *The Leader's Mindfulness Level has a significant effect on the Psychological Well-Being Sub-Dimension of Employee Well-being.*
$H_{4h:}$ *Transformational Leadership has a significant effect on the Psychological Well-Being Sub-Dimension of Employee Well-being.*
$H_{5a:}$ *Fear of Covid-19 has a moderator role in the relationship between the Leader's Mindfulness Level and Resilience.*
$H_{5b:}$ *Fear of Covid-19 has a moderator role in the relationship between the Leader's Mindfulness Level and Employee Well-Being.*
$H_{5c:}$ *Fear of Covid-19 has a moderator role in the relationship between Transformational Leadership and Resilience.*
$H_{5d:}$ *Fear of Covid-19 has a moderating role in the relationship between Transformational Leadership and Employee-Well Being.*

3.3. Universe and Sample of Research

Within the scope of the research, a sampling method was preferred instead of reaching the whole universe in line with the reasons of cost and accessibility. In order to determine the sample from the universe, the "simple random sampling" method, one of the sampling methods, was used (Altunışık et al., 2012: 142). Simple random sampling method was used while collecting data within the scope of the research. The population of the research consists of

employees of small- and medium-sized companies (SMEs) in the production sector operating in Adana. The selected sample size is 406 people, consisting of SMEs employees. In cases where the main mass is not known clearly, the sample number is chosen at least five times as much as the questions belonging to the scales (Altunışık et al., 2012: 127). Considering a total of 56 survey questions to be used in the study, the selected sample size was determined as 404 employees. According to (Yazıcıoğlu & Erdoğan, 2004: 50) the sample size is sufficient to represent the heap.

Leadership styles that best express the leadership style of managers in SMEs; transformational and servant leadership. It can be stated that the involvement of managers in micro and small businesses helps the emergence of a 'trust and value-based' leadership style such as transformational leadership (Taşgit & Sert, 2017). In today's dynamic business life, finding the right leaders for SMEs has an important role in adapting to competition and sustainability (Haney et al., 2020). From this point of view, the reason for choosing the SME sample in this study is that in small and medium-sized enterprises, the conscious awareness level of the leader and the characteristics of transformational leadership behavior will be seen more prominently on the employees of the enterprise.

3.4. Data Collection Tools

Survey method was used as data collection technique in the research. The survey starts with demographic information. The second part of the survey consists of questions about measuring leader's mindfulness level, the third part consists of questions about measuring transformational leadership style, fourth part consists of questions abaout mesauring fear of Covid-19, fifth part consists of questions about resilience, sixth part consists of questions about employee well-being. Participants were asked to answer the statements on a 5-point Likert scale (1: I strongly disagree, 2: I do not agree, 3: I have no idea, 4: I agree, and 5: I completely agree).

The 10-questionned "Cognitive and Affective Mindfulness Scale-Revised (CAMS-R)'' scale developed by Feldman et al. (2007) and adapted into Turkish by Çatak 2012 was used to measure leader's mindfulness level in the study.

The 20-questionned Transformational Leadership section of the two main dimensions of the 'Multi-Factor Leadership Scale' (MLQ 5X-Short) developed by Bass & Avolio (1995) and adapted into Turkish by Karip (1998) was used to meausure transformational leadership style. This scale has four sub-dimensions. These dimensions consisted of Idealized Influence (Charisma) (6 items), Inspirational Motivation (5 items), Intellectual Stimulation (5 items), Individualized Interest (4 items).

In order to measure the fear of Covid-19, two scales were compiled from the literature. Developed by Ahorsu et al. (2020) adapted into Turkish by Bakioğlu et al. (2020) and some questions of the 'Multidimensional Covid-19 Scale' developed by Durak & Şenkal (2020) were used. The first 7 questions in the scale are composed of Ahorsu et al. (2020)'s questions to measure the fear of Covid-19, and the last three questions consist of questions compiled from the Multidimensional Covid-19 Scale developed by Durak & Şenkal (2020).

The 6-questionned "The Brief Resilience Scale'' developed by Smith et al. (2008) and adapted into Turkish by Doğan (2015) was used to mesaure resilience.

The original scale developed by Zheng et al. (2015) designed to measure employee well-being in our research was arranged as 7-point likert, and in this study, it was arranged as 5-point likert in order to be compatible with other scales and analyzes. The scale, adapted into Turkish by Karapınar et al. (2019) consists of 18 questions and sub-dimensions of subjective well-being (SWB) (6 items), well-being at workplace (WWB) (6 items) and psychological well-being (PWB) (6 items).

3.5. Limitations of Study

Due to time constraints, the research was carried out within corporate companies in the accommodation and textile sector. The social distance rules and curfews applied within the scope of Covid-19, the collection of data in the cross-sectional time period in terms of the time it covers are among the limitations of the research. The findings and evaluations obtained in the research are limited to this research sample. Therefore, it presents limited generalizability within the framework of this sample. The other limitation of the study is that only the survey method was used among the data collection methods.

3.6. Ethical Aspect of Research

The study has the ethics committee approval numbered E-95704281-604.02.02-233971 from Çukurova University Ethics Committee on 04.11.2021. In addition, this study was supported by Çukurova University Scientific Research Projects Unit with project number 14705.

4. Findings

In this research, descriptive statistical methods such as percentage, mean and standard deviation were used to define the research sample. The statements that needed to be reverse coded in the scales were reverse coded before starting the analysis and the accuracy of the data was checked. The skewness and kurtosis analysis values were evaluated in order to determine whether the variables were normally distributed. In the study, Cronbach Alpha values were calculated to test the reliability of the data. Exploratory factor analyzes were applied in order to reduce the dimensions of the scale expressions used in the research and to reveal the factor structure. Correlation analysis was applied to test whether the relationships between the research variables were significant. Simple and multiple regression analyzes were performed in order to determine the causal relationship between the research variables and to investigate the effects between the variables. The regression analyzes were interpreted and the hypothesis tests were explained.

4.1. Descriptive Statistics and Cronbach's Alpha Coefficient

Table 2: Mean, Standard Deviation Values, Cronbach Alpha Coefficients of the Scales

Variables	N	Mean	Std. Dvt.	Items	Cronbach Alfa
LML	406	3.6604	.03797	10	.846
TLS	406	3.8394	.04644	20	.972
Covid-19 Fear	406	2.5976	.04833	10	.901
Resilience	406	3.2762	.03766	6	.791
EWB	406	3.6949	.03715	18	.929

When the average values are examined, it is seen that the LML, TLS, Resilience and EWB levels of the participants are at a moderate level. Fear of Covid-19 are at low level.

The Cronbach Alpha values of all the scales used in the study were above 0.70, indicating that the scales were quite reliable (Özdamar, 2004). While the Resilience scale has 6 items, the 1st, 3rd and 5th items of the scale were excluded from the analysis in order to increase the reliability. The remaining three statements were subjected to analysis. The scale expressions removed from the analysis are as follows:

-Phrase 1: I can recover quickly after difficult times.

-Phrase 3: It doesn't take long for me to recover from stressful situations.

-Phrase 5: I get through tough times with little hassle.

4.2. Factor Analysis

Exploratory factor analysis was applied within the scope of the research. Before applying the factor analysis, the Barlett Sphericity test was performed with Kaiser-Meyer-Olkin (KMO) in order to evaluate whether the data group is suitable for this analysis. The KMO value is expected to be equal to or greater than 0.60. The significant ($p<0.5$) result of the Barlett test indicates the usability of the data in factor analysis (Field, 2009).

Table 3: KMO and Barlett Test Values of Research Scales

Scale Name	KMO Value	Barlett Test		
		χ^2	df	p value
LML	0.900	1370.718	45	.000
TLS	0.972	6410.767	190	.000
Fear of Covid-19	0.873	2366.629	45	.000
Resilience	0.700	359.161	3	.000
EWB	0.927	3961.484	153	.000

The values found according to the results of the KMO test are greater than 0.60 and the Barlett tests gave significant results. Accordingly, it has been determined that the present data group is the population with multiple normal distributions and is suitable for factor analysis.

Table 4: Factor Analysis of Variables

LML	Factor	Eigenvalue	Explained Variance (%)
Factor I		4.808	48.032
9. My manager can focus on the present moment.	.797		
1. It is easy for my manager to focus on what he is doing.	.796		
7. My manager tries to be aware of his thoughts without judging them.	.786		
8. My manager can accept his thoughts and feelings.	.755		
10. My manager can focus on one thing for a long time.	.737		
6. It is easy for the manager to follow his thoughts and feelings.	.698		
4. My manager can usually describe in quite detail how he or she is feeling at the moment.	.676		
2. My manager can tolerate emotional pain.	.676		
Factor II		1.125	11.293
5. My manager is easily distracted. ®	.931		
3.My manager accepts what he cannot change.	.634		
TOTAL			**59.325**
TLS			
Factor I: Intellectual Stimulation		13.153	39.227
20. Our manager discovers the strengths of the employees and guides them to develop these aspects.	.797		
19. Our manager takes into account the abilities and needs of her subordinates	.789		
16. Our manager encourages his subordinates in ‘creativity’.	.787		
18. Our manager takes into account the individual differences of the employees.	.781		
15. Our manager provides suitable conditions for his subordinates to display their mental abilities.	.775		
17. Our manager makes an effort to observe his subordinates individually.	.773		
13. Our manager allows us to create new perspectives on the way things are done and current problems.	.704		
12. Our manager directs us to question our habitual or routine behavior patterns.	.700		
11. Our manager has high skills in inspiring our employees.	.687		
14. Our manager creates a suitable environment for employees to express different opinions at work.	.671		
10. Our manager has convinced us how important our role in the organization is.	.650		

Table 4 continue

Factor II: Idealized Influence (charisma)		1.030	31.690
3. The orders of the manager are respected by the employees.	.798		
2. My manager observes moral values in his orders.	.791		
1. My manager helps his subordinates feel good about themselves.	.742		
6. I am proud to work with my manager.	.710		
7. My manager trusts his employees.	.696		
5. My manager is a good example for his subordinates.	.681		
8.I believe in the vision drawn by my manager.	.671		
4. My manager has charismatic features.	.626		
9. My manager creates a strong common purpose by using symbols and slogans well.	.598		
TOTAL			**70.917**
Fear of Covid-19			
Factor I		5.361	35.142
6. I can't sleep because of the fear that I will catch the coronavirus.	.880		
7. When I think that I will catch the coronavirus, my heart starts beating fast.	.863		
3.When I think of the coronavirus, my hands get cold sweat.	.854		
5. I get nervous or worried when I see stories and news about coronavirus on social media.	.655		
1. I am very afraid of coronavirus (COVID-19).	.616		
4. I am afraid of losing my life due to the coronavirus.	.615		
Factor II		1.262	31.087
9. This pandemic has completely changed my life.	.793		
8. This pandemic has serious effects on my life.	.781		
9. After this epidemic, nothing will be the same as before.	.726		
2. Thinking about the coronavirus bothers me.	.641		
TOTAL			**66.229**
Resilience			
Factor I		2.116	70.529
4. When something bad happens, it's hard for me to get over it. ®	.864		
2. I have difficulty coping with stressful events. ®	.836		
6. It takes a long time for me to recover from the effects of negativities in my life. ®	.819		
TOTAL			**70.529**
EWB			

Table 4 continue

Factor I: Subjective Well-Being		8.283	23.360
2. I am close to achieving my dreams in many areas of my life	.840		
3.I feel really happy most of the time.	.808		
1. I feel satisfied with my life.	.773		
5. My life is so fun.	.771		
4. My general condition in life is good.	.752		
6. If I were born again, I wouldn't change much about my life.	.618		
Factor II: Workplace Well-Being		1.931	20.336
8. In general, I am quite satisfied with my current job.	.809		
9. I seriously enjoy my job.	.769		
7. I am satisfied with my responsibilities in my business life.	.741		
10. I always find a way to enrich my work.	.580		
17. I am good at making flexible working hours for my job.	.557		
11. My job is a meaningful experience for me.	.534		
12. I feel satisfied with my achievements in my current job.	.529		
Factor III: Psychological Well-Being		1.112	19.230
14. I manage day-to-day affairs well.	.813		
13. I see myself as an adult.	.775		
15. Generally I feel good and have confidence in myself.	.708		
18. I like to have deep conversations with my family and friends so that we can understand each other better.	.559		
16. People think I am willing to take time for themselves.	.485		
TOTAL			**62.926**

Note: Principal Components Factor Analysis ® Reverse Coding Factor loads above 0.30 are given.

Because the factors obtained as a result of factor analysis were collected in sub-dimensions different from the original scale and in order not to complicate the research model, it was decided to consider the LML and Fear of Covid-19 variable under 'one dimension' in the analyses.

It was decided to consider the transformational leadership variable under two dimensions in which the most intense factorization was seen in the analyses. Factor 1 will be discussed under the dimension of intellectual stimulation, while Factor 2 will be discussed under the sub-dimension of idealized influence (charisma).

Employee well-being scale statements parallel to the original scale, were collected in three sub-dimensions. These sub-dimensions are: subjective well-being, workplace well-being and psychological well-being. Statement 17, which was only included in the psychological well-being sub-dimension in the original scale: 'I am good at flexible working hours for my job' was included in the workplace well-being sub-dimension in our research. Since this statement contains feelings about the workplace, it was seen as close to the workplace well-being

dimension by the participants, and it can be accepted in the dimension of workplace well-being in terms of compliance with our sample.

4.3. Regression Analyzes

4.3.1. The Effect of LML on Resilience

Table 5: LML and Resilience Regression Analysis Results

R^2= 0.005	B	Std. hata	Beta	t	p	Tolerans	VIF
Constant Term	3.419	.191		15.779	.000		
LML	.072	.051	.073	1.410	.159	1.000	1.000

Dependent Variable: Resilience, F:1,987

According to the analysis, it was seen that the model was not significant (F:1.987; p>0.05). It cannot be said that LML has an effect on the Resilience. It has been reported that 0.5% of the change in the dimension of LML can be explained by resilience. The hypothesis of $H_{1:}$ *'The Leader's Mindfulness Level has a significant effect on Resilience'* was rejected.

4.3.2. The Effect of LML on EWB

Table 6: LML and EWB Regression Analysis Results

R^2= 0.207	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.049	.170		12.059	.000		
LML	.448	.046	.455	9.843	.000	1.000	1.000

Dependent Variable: EWB, F:96,879

According to the analysis, the model is significant and it has been determined that LML has an effect on the EWB. (F: 96.879 ; p<0.05). A positive and significant relationship was observed between the LML and EWB. (β=0.455; p<0.05). It has been found that 20.7% of the change in the LML can be explained by EWB. The hypothesis of '$H_{2:}$ *The Leader's Mindfulness Level has a significant effect on Employee-Well Being'* was accepted.

4.3.3. The Effect of TLS on Resilience

Table 7: TLS and Resilience Regression Analysis Results

R^2= 0.009	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.986	.165		18.126	.000		
TLS	.075	.042	.093	1.793	.074	1.000	1.000

Dependent Variable: Resilience, F:3.215

According to the analysis, it was seen that the model was not significant (F:3.215; p>0.05). It cannot be said that TLS has an effect on the Resilience.It has been reported that 0.9% of the change in the dimension of TLS can be explained by resilience. The hypothesis of $H_{3:}$ *'Transformational Leadership has a significant effect on Resilience'* was rejected.

4.3.4. The Effect of Intellectual Stimulation Sub-Dimension of TLS on Resilience

Table 8: Intellectual Stimulation Sub-Dimension of TLS and Resilience Regression Analysis Results

R^2= 0.006	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	3.449	.230		14.966	.000		
Intellectual Stimulation	.106	.069	.080	1.546	.123	1.000	1.000

Dependent Variable: Resilience, F:2,389

According to the analysis, it was seen that the model was not significant (F:2.389; p>0.05). It cannot be said that Intellectual Stimulation sub-dimension of TLS has an effect on the Resilience.It has been reported that 0.6% of the change in the dimension of intellectual incentive can be explained by resilience. The hypothesis of $H_{3a:}$ '*The Intellectual Stimulation Sub-Dimension of Transformational Leadership has a significant effect on Resilience'* was rejected.

4.3.5. The Effect of Idealized Influence (Charisma) Sub-Dimension of TLS on Resilience

Table 9: Idealized Influence (Charisma) Sub-Dimension of TLS and Resilience Regression Analysis Results

R^2= 0.008	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.955	.166		17.768	.000		
Idealized Influence	.082	.042	.102	1.972	.049	1.000	1.000

Dependent Variable: Resilience, F:3.891

According to the analysis, it was seen that the model was not significant (F:3.891; p>0.05). It cannot be said that Idealized Influence sub-dimension of TLS has an effect on the Resilience. It has been reported that 0.8% of the change in the idealized influence can be explained by resilience. The hypothesis of $H_{3b:}$ *The Idealized Influence (Charisma) Sub-Dimension of Transformational Leadership has a significant effect on Resilience'* was rejected.

4.3.6. The Effect of TLS on EWB

Table 10: TLS and EWB Regression Analysis Results

R^2= 0.253	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.154	.142		15.212	.000		
TLS	.401	.036	.503	11.170	.000	1.000	1.000

Dependent Variable: EWB, F:124,759

According to the analysis, the model is significant and it has been determined that TLS has an effect on the EWB. (F: 124.759 ; p<0.05). A positive and significant relationship was observed between the TLS and EWB. (β=0.503; p<0.05). It has been found that 25.3% of the change in the LML can be explained by EWB. The hypothesis of 'H4: Transformational Leadership has a significant effect on Employee Well-being' was accepted.

4.3.7. The Effect of Intellectual Stimulatin Sub-Dimension of TLS on EWB

Table 11: The Intellectual Stimulation Sub-Dimension of TLS and EWB Regression Analysis Results

R^2= 0.266	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.290	.127		18.054	.000		
Intellectual Stimulation	.373	.032	.516	11.509	.000	1.000	1.000

Dependent Variable: EWB, F:132.463

According to the analysis, the model is significant and it has been determined that the Intellectual Stimulation Sub-Dimension of TLS has an effect on the EWB. (F: 132.463 ; p<0.05). A positive and significant relationship was observed between the Intellectual Stimulation Sub-Dimension TLS and EWB. (β=0.516; p<0.05). It has been found that 26.6% of the change in the Intellectual Stimulation Sub-Dimension of TLS can be explained by EWB. The hypothesis of '$H_{4a:}$ *'The Intellectual Encouragement Sub-Dimension of Transformational Leadership has a significant effect on Employee Well-Being'* was accepted.

4.3.8. The Effect of Idealized Inflence (Charisma) Sub-Dimension of TLS on EWB

Table 12: The Idealized Influence (Charisma) Sub-Dimension of TLS and EWB Regression Analysis Results

R^2= 0,237	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.191	.145		15.163	.000		
Idealized Influence	.387	.036	.487	10.638	.000	1.000	1.000

Dependent Variable: EWB, F:114.125

According to the analysis, the model is significant and it has been determined that the Idealized Influence (Charisma) Sub-Dimension of TLS has an effect on the EWB. (F: 114.125 ; p<0.05). A positive and significant relationship was observed between the idealized influence sub-dimension TLS and EWB. (β=0.487; p<0.05). It has been found that 23.7% of the change in the idealized influence sub-dimension of TLS can be explained by EWB. The hypothesis of '$H_{4b:}$ *'The Idealized Influence (Charisma) Sub-Dimension of Transformational Leadership has a significant effect on Employee Well-Being'* was accepted.

4.3.9. The Effect of LML on SWB Sub-Dimension of EWB

Table 13: LML and SWB Sub-Dimension of EWB Regression Analysis Results

R^2= 0.149	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	1.586	.230		6.887	.000		
LML	.498	.062	.386	8.064	.000	1.000	1.000

Dependent Variable: SWB-Sub Dimension of EWB, F:65.031

According to the analysis, the model is significant and it has been determined that LML has an effect on the SWB Sub-Dimension of EWB. (F: 65.031 ; p<0.05). A positive and significant relationship was observed between the LML and SWB Sub-Dimension of EWB. (β=0.386; p<0.05). It has been found that 14.9% of the change in the LML can be explained by SWB Sub-Dimension of EWB. The hypothesis of '$H_{4c:}$ *The Leader's Mindfulness Level has a significant effect on the Subjective Well-Being Sub-Dimension of Employee Well-being'* was accepted.

4.3.10. The Effect of TLS on SWB Sub-Dimension of EWB

Table 14: TLS and SWB Sub-Dimension of EWB Regression Analysis Results

R^2= 0.165	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	1.770	.197		8.981	.000		
TLS	.427	.050	.407	8.548	.000	1.000	1.000

Dependent Variable: SWB-Sub Dimension of EWB, F:73.064

According to the analysis, the model is significant and it has been determined that TLS has an effect on the SWB Sub-Dimension of EWB. (F:73.064 ; p<0.05). A positive and significant relationship was observed between the TLS and SWB Sub-Dimension of EWB. (β=0.407; p<0.05). It has been found that 16.5% of the change in the TLS can be explained by SWB Sub-Dimension of EWB. The hypothesis of '$H_{4d:}$ *Transformational Leadership has a significant effect on the Subjective Well-Being Sub-Dimension of Employee Well-being'* was accepted.

4.3.11. The Effect of LML on WWB Sub-Dimension of EWB

Table 15: LML and WWB Sub-Dimension of EWB Regression Analysis Results

R^2= 0.201	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	1.844	.196		9.401	.000		
LML	.508	.053	.448	9.568	.000	1.000	1.000

Dependent Variable: WWB-Sub Dimension of EWB, F:93.273

According to the analysis, the model is significant and it has been determined that LML has an effect on the WWB Sub-Dimension of EWB. (F: 93.273 ; p<0.05). A positive and significant relationship was observed between the LML and WWB Sub-Dimension of EWB. (β=0.448; p<0.05). It has been found that 20.1% of the change in the TLS can be explained by SWB Sub-Dimension of EWB. The hypothesis of '$H_{4e:}$ *The Leader's Mindfulness Level has a significant effect on the Workplace Well-being Sub-dimension of Employee Well-being'* was accepted.

4.3.12. The Effect of TLS on WWB Sub-Dimension of EWB

Table 16: TLS and WWB Sub-Dimension of EWB Regression Analysis Results

R^2= 0.245	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	1.965	.164		12.011	.000		
TLS	.454	.041	.495	10.943	.000	1.000	1.000

Dependent Variable: WWB-Sub Dimension of EWB, F:119.742

According to the analysis, the model is significant and it has been determined that TLS has an effect on the WWB Sub-Dimension of EWB. (F: 119.742 ; p<0.05). A positive and significant relationship was observed between the TLS and WWB Sub-Dimension of EWB. (β=0.495; p<0.05). It has been found that 24.5% of the change in the TLS can be explained by SWB Sub-Dimension of EWB. The hypothesis of '$H_{4f:}$ *Transformational Leadership has a significant effect on the Workplace Well-Being Sub-Dimension of Employee Well-being*' was accepted.

4.3.13. The Effect of LML on PWB Sub-Dimension of EWB

Table 17: LML and PWB Sub-Dimension of EWB Regression Analysis Results

R^2= 0.091	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.883	.188		15.365	.000		
LML	.307	.050	.302	6.109	.000	1.000	1.000

Dependent Variable: PWB-Sub Dimension of EWB, F:37.318

According to the analysis, the model is significant and it has been determined that LML has an effect on the PWB Sub-Dimension of EWB. (F: 37.318 ; p<0.05). A positive and significant relationship was observed between the LML and PWB Sub-Dimension of EWB. (β=0.302; p<0.05). It has been found that 9.1% of the change in the LML can be explained by PWB Sub-Dimension of EWB. The hypothesis of '$H_{4g:}$*The Leader's Mindfulness Level has a significant effect on the Psychological Well-Being Sub-Dimension of Employee Well-being'*was accepted.

4.3.14. The Effect of TLS on PWB Sub-Dimension of EWB

Table 18: TLS and PWB Sub-Dimension of EWB Regression Analysis Results

R^2= 0.132	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	2.866	.157		18.213	.000		
TLS	.298	.040	.363	7.475	.000	1.000	1.000

Dependent Variable: PWB-Sub Dimension of EWB, F:55.883

According to the analysis, the model is significant and it has been determined that TLS has an effect on the PWB Sub-Dimension of EWB. (F: 55.883 ; p<0.05). A positive and significant relationship was observed between the TLS and PWB Sub-Dimension of EWB. (β=0.363;

p<0.05). It has been found that 13.2% of the change in the TLS can be explained by PWB Sub-Dimension of EWB. The hypothesis of '$H_{4h:}$ *Transformational Leadership has a significant effect on the Psychological Well-Being Sub-Dimension of Employee Well-being*' was accepted.

4.3.15. The Regulatory Effect of Fear of Covid-19 on the Relationship between LML and Resilience

Table 19: Regulatory Effect of Fear of Covid-19 on the Relationship between LML and Resilience Regression Analysis Results

R^2= 0,080	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	3.276	.036		91.152	.000		
Zscore LML	.030	.039	.042	.772	.441	.863	1.158
Zscore Fear of Covid-19	-.184	.036	-.259	-5.169	.000	1.000	1.000
InteractionTerm (Zscore LML*ZscoreCovid-19)	-.059	.034	-.092	-1.702	.090	.864	1.158

Dependent Variable: Resilience, F:10.612

According to the results of the analysis, it was observed that the fear of Covid-19 had a significant negative effect on resilience (β=-0.259, p<0.05). It was observed that 8% of the variance of the whole model was explained as a result of the interaction of the LML and the Covid-19 fear variables. It was determined that the fear of Covid-19 did not have a statistically significant moderator effect on the relationship between the LML and resilience (p>0.05). The hypothesis of '$H_{5a:}$ *Fear of Covid-19 has a moderator role in the relationship between the Leader's Mindfulness Level and Resilience'* was rejected.

4.3.16. The Regulatory Effect of Fear of Covid-19 on the Relationship between LML and EWB

Table 20: Regulatory Effect of Fear of Covid-19 on the Relationship between LML and EWB Regression Analysis Results

R^2= 0,220	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	3.688	.033		111.623	.000		
Zscore LML	.306	.036	.426	8.594	.000	.863	1.158
Zscore Fear of Covid-19	.072	.033	.102	2.213	.027	1.000	1.000
InteractionTerm (Zscore LML*ZscoreCovid-19)	-.045	.032	-.070	-1.410	.159	.864	1.158

Dependent Variable: (EWB), F:34,565

According to the results of the analysis, it was observed that the LML had a significant positive effect on EWB (β=0.426, p<0.05). It was observed that 22% of the variance of the whole model was explained as a result of the interaction of the LML and the Covid-19 fear variables. It was determined that the fear of Covid-19 did not have a statistically significant

moderator effect on the relationship between the LML and EWB (p>0.05). The hypothesis of '$H_{5b:}$ *Fear of Covid-19 has a moderator role in the relationship between the Leader's Mindfulness Level and Employee Well-Being'* was rejected.

4.3.17. The Regulatory Effect of Fear of Covid-19 on the Relationship between TLS and Resilience

Table 21: Regulatory Effect of Fear of Covid-19 on the Relationship between TLS and Resilience Regression Analysis Results

R^2= 0.082	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	3.281	.036		90.684	.000		
Zscore TLS	.069	.039	.096	1.790	.074	.877	1.140
Zscore Fear of Covid-19	-.188	.036	-.264	-5.236	.000	.989	1.011
InteractionTerm (Zscore TLS*ZscoreCovid-19)	-.037	.034	-.058	-1.084	.279	.883	1.132

Dependent Variable: Resilience, F:10.881

According to the results of the analysis, it was observed that the fear of Covid-19 had a significant negative effect on resilience (β=-0.264, p<0.05). It was observed that 8.2% of the variance of the whole model was explained as a result of the interaction of the TLS and the Covid-19 fear variables. It was determined that the fear of Covid-19 did not have a statistically significant moderator effect on the relationship between the TLS and resilience (p>0.05). The hypothesis of '$H_{5c:}$ *Fear of Covid-19 has a moderator role in the relationship between Transformational Leadership and Resilience'* was rejected.

4.3.18. The Regulatory Effect of Fear of Covid-19 on the Relationship between TLS and EWB

Table 22: Regulatory Effect of Fear of Covid-19 on the Relationship between TLS and EWB Regression Analysis Results

R^2= 0.260	B	Std. hata	(β)	t	p	Tolerans	VIF
Constant Term	3.696	.032		114.926	.000		
Zscore TLS	.337	.034	.473	9.831	.000	.877	1.141
Zscore Fear of Covid-19	.051	.032	.072	1.588	.113	.989	1.011
InteractionTerm (Zscore TLS*ZscoreCovid-19)	-.041	.030	-.065	-1.350	.178	.883	1.132

Dependent Variable: (EWB), F:42.641

According to the results of the analysis, it was observed that the TLS had a significant positive effect on EWB (β=0.473, p<0.05). It was observed that 26% of the variance of the whole model was explained as a result of the interaction of the TLS and the Covid-19 fear variables. It was determined that the fear of Covid-19 did not have a statistically significant moderator effect on the relationship between the TLS and EWB (p>0.05). The hypothesis of

'$H_{5d:}$ *Fear of Covid-19 has a moderating role in the relationship between Transformational Leadership and Employee-Well Being'* was rejected.

5. Results and Discussion

This study was conducted in accordance with research and publication ethics. In this study, it was aimed to investigate the relationships between the leader's mindfulness level and transformational leadership style, and psychological resilience and employee well-being variables, and to determine the moderator role of fear of Covid-19 in the relationship between these variables. In order to test the models and hypotheses that are the subject of the study, 406 employees operating in SMEs operating in Adana were reached and the data were obtained by survey technique.

The hypothesis of our study that H_1:"*Leader's Mindfulness Level Has a Significant Effect on Resilience*", $H_{3:}$"*Transformational Leadership has a significant impact on Resilience" hypothesis*, H_{3a} :"*Intellectual Stimulation Sub-Dimension of Transformational Leadership has a significant effect on Resilience*" hypothesis and H_{3b}:"The Idealized Influence (Charisma) sub-dimension of Transformational Leadership has a significant effect on resilience" hypotheses were rejected within the scope of the research. The reason for these; It can be expressed as the fact that the mindfulness practices of the leader, which is a newly emerging dynamic managerial approach in SMEs, which is the sample of the research, are not perceived by the employees correctly and cannot reflect this on their psychological resilience levels. Same way; The reason why the intellectual stimulation and idealized influence (charisma) sub-dimensions of transformational leadership and transformational leadership also do not affect the psychological resilience levels of the employees, in the SME sample where the study was conducted, the employees could not perceive the transformational leadership style correctly from the leaders, and the low levels of psychological resilience due to the effect of the pandemic in today's competitive stressful business environment.

The hypothesis of our study, $H_{2:}$ *Leader's Mindfulness Level Has a Significant Effect on Employee Well-Being* was supported. In this respect, our research overlaps with the results of (Slutsky et al., 2019; Küçük, 2019; Reb et al., 2014; Brown & Ryan 2003) studies in the literature.

The hypothesis of our study, $H_{4:}$ *Transformational Leadership Has a Significant Effect on Employee Well-Being* was supported. In this respect, our research overlaps with the results of (Samad et al., 2021; Inceoğlu et al., 2018; Arnold, 2017) studies in the literature.

The hypotheses of our study, $H_{4a:}$ *The Intellectual Stimulation Sub-Dimension of Transformational Leadership has a significant effect on Employee Well-Being* and $H_{4b:}$ *The Idealized Influence (Charisma) Sub-Dimension of Transformational Leadership has a significant effect on Employee Well-Being* were supported. In this respect, our research overlaps with the results of (Verbraak, 2014; Liu et al., 2010) studies in the literature.

The hypotheses of our study; $H_{4c:}$ *The Leader's Mindfulness Level has a significant effect on the Subjective Well-Being Sub-Dimension of Employee Well-being,* $H_{4d:}$ *Transformational Leadership has a significant effect on the Subjective Well-Being Sub-Dimension of Employee Well-being,* $H_{4e:}$ *The Leader's Mindfulness Level has a significant effect on the Workplace*

Well-being Sub-dimension of Employee Well-being, $H_{4f:}$ Transformational Leadership has a significant effect on the Workplace Well-Being Sub-Dimension of Employee Well-being,$H_{4g:}$ The Leader's Mindfulness Level has a significant effect on the Psychological Well-Being Sub-Dimension of Employee Well-being were supported. In this respect, our research overlaps with the results of (Ihme & Sundstrom, 2021; Küçük, 2019; Pinck & Sonnentag, 2018; Montano et al., 2017; Reb et al., 2014; Brown & Ryan, 2003) studies in the literature.

The hypoteheses of our study; *$H_{5a:}$ Fear of Covid-19 has a moderator role in the relationship between the Leader's Mindfulness Level and Resilience, $H_{5b:}$ Fear of Covid-19 has a moderator role in the relationship between the Leader's Mindfulness Level and Employee Well-Being, $H_{5c:}$ Fear of Covid-19 has a moderator role in the relationship between Transformational Leadership and Resilience, $H_{5d:}$ Fear of Covid-19 has a moderating role in the relationship between Transformational Leadership and Employee-Well Being* were rejected within the scope of the research. It is hoped that the regulatory effect of the fear of Covid -19 examined in the study will contribute to the literature in this respect. Because, no research has been found in the literature that examines the regulatory effect of fear of Covid-19 along with these variables. This study revealed that, fear of Covid-19 does not have a regulatory effect on the relationship between the leader's mindfulness level and resilience, the relationship between the leader's mindfulness level and employee well-being, the relationship between transformational leadership and resilience, and the relationship between transformational leadership and employee well-being. It may be due to the fact that individuals are not perceived well enough in the context of leadership and psychological variables in business life. This result can be explained by the reason that the Covid-19 fear variable is not perceived well enough by individuals in the context of leadership and psychological variables in business life in the SME sample where the research was conducted. Moreover, the fear of Covid-19 is a new factor in business life, its effects and risks are uncertain; within the scope of the leader's mindfulness level, transformational leadership, resilience and employee well-being psychological variables can be cited as an example of not having a regulatory effect.

In today's competitive and innovative business world, mindfulness is a fundamental approach that leaders should have. The leader's mindfulness level which is a new leadership point of view, has been studied in limited numbers in the domestic literature. Moreover, research on Covid-19 mostly examines the physiological state and health factors of individuals. There are a limited number of studies investigating the psychological effects of the fear of Covid-19 on employees. In addition, there is no study examining leader mindfulness level, transformational leadership, resilience and employee well-being variables together in the literature. Most of the studies in the literature have associated employee well-being and resilience with ethical (authentic) leadership behavior, and there are fewer studies examining them within the framework of transformational leadership. It is hoped that this study will contribute to the literature with these aspects.

5.1. Limitations of the Study and Suggestions for Future Studies

The first limitation of the study is that the research could not be conducted with a sample that can fully reflect the main mass due to temporal and spatial constraints, as in most of the studies in which the survey application was used. The fact that the number of samples is limited

to 406 may limit the possibility of making generalizations over the results of the research. As a second limitation, there is a possibility that the reliability and validity of the data obtained is limited by the characteristics of the scales used, and that these scales, which were developed based on a different culture, may not be fully compatible with Turkish culture. Another limitation due to the application of the questionnaire is the possibility that it is not clearly understood by the SME employees in the sample where the application is carried out. In addition, the rules and restrictions to be followed in the workplaces due to the Covid-19 pandemic, the social distance rules and curfews applied within the scope of Covid-19, and the fact that the employees who answer the surveys are employed in a task-intensive sector are among the other limitations.

This research was carried out on SME employees belonging to the manufacturing sector. It may be recommended that researchers who will research on these issues conduct research with a larger sample, taking into account the stated limitations. In order to make a different contribution to the literature, researchers who conduct research on a similar subject can carry out their research by choosing sectors other than the manufacturing sector. In addition, different research can be carried out by developing new research models in which the fear of Covid-19 variable will be determined as the regulatory variable.

Contrubution Rate Declaration

The authors have equal contribution at all stages of the study.

Conflict of Interest Declaration

We declare that there is no conflict of interest between the authors.

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