

ORGANIZATIONAL JUSTICE AND EMPLOYEE WELL-BEING: THE MEDIATING ROLES OF WORK ALIENATION AND PSYCHOLOGICAL DISTANCE AND THE MODERATING ROLE OF MENTAL HEALTH LITERACY

Fouzia Hassan^{*1}, Muhammad Usman², Samra Yousaf³, Hannan Afzal⁴

¹PhD Scholar, Department of Business Administration, University of Sialkot, Sialkot

²Assistant Professor Department of Business Administration University of Sialkot

³BS Psychology, Gift University

⁴Assistant Professor, Department of Business Administration University of Sialkot, Sialkot

¹fouziahasan1801@gmail.com, ²dr.muhammadasman@uskt.edu.pk, ³summrhousaf@gmail.com, ⁴hannanafzal6@gmail.com

DOI: <https://doi.org/10.5281/zenodo.21933702>

Keywords

organizational justice, work alienation, psychological distance, mental health literacy, employee well-being, private banking sector, Pakistan

Article History

Received: 23 January 2026

Accepted: 09 February 2026

Published: 24 February 2026

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Corresponding Author: *

Fouzia Hassan

Abstract

Employee well-being has become an important concern for organizations, particularly in work environments where employees are exposed to increasing job demands, complex workplace relationships, and psychological pressures. This study examines the relationships among organizational justice, work alienation, psychological distance, and employee well-being, while also investigating the moderating role of mental health literacy. Drawing on Social Exchange Theory, the study assumes that fair and supportive organizational exchanges strengthen employees' attachment to the organization and contribute to their well-being, whereas unfair experiences may increase alienation and psychological distance. Data were collected from employees working in private banks across different districts of Punjab, Pakistan, including Lahore, Okara, Sahiwal, Multan, Gujranwala, Gujrat, Sialkot, Kharian, Jhelum, and Narowal. Using convenience sampling, 876 usable responses were obtained through online and paper-based questionnaires and analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 4.0. Results showed that organizational justice significantly reduced work alienation ($\beta = -0.754$, $p < 0.001$) and psychological distance ($\beta = -0.781$, $p < 0.001$), while it had a significant positive relationship with employee well-being ($\beta = 0.240$, $p < 0.001$). Work alienation was negatively related to employee well-being ($\beta = -0.172$, $p < 0.001$), and psychological distance also showed a significant negative relationship with well-being ($\beta = -0.145$, $p < 0.001$). Mental health literacy did not significantly moderate the relationship between work alienation and employee well-being ($\beta = 0.014$, $p = 0.337$). However, it significantly moderated the relationship between psychological distance and employee well-being ($\beta = 0.067$, $p = 0.025$), indicating that employees with higher mental health literacy may be better able to manage the negative consequences of psychological distance. The model also showed satisfactory explanatory and predictive ability, explaining 56.9% of the variance in work alienation, 60.9% in psychological distance, and 44.0% in employee well-being. The overall model fit was acceptable, with an SRMR value of 0.043 and an NFI of 0.80. Overall, the findings suggest that organizational justice plays an important role in protecting employee well-being by reducing feelings of

alienation and psychological disconnection from the organization. At the same time, mental health literacy appears to provide employees with a useful psychological resource for dealing with the effects of psychological distance, although it may not be sufficient to overcome the effects of work alienation. The study contributes to the literature on organizational behaviour, human resource management, and occupational psychology by bringing organizational justice, work alienation, psychological distance, mental health literacy, and employee well-being together in a single framework within the private banking sector of Pakistan. The findings also underline the practical importance of fair organizational policies, meaningful work, employee involvement, supportive communication, and mental health awareness initiatives in developing healthier and more supportive workplaces.

Introduction

In today's work environment, with its growing demands and interpersonal complexity, employees can be subjected to psychological strain, emotional exhaustion, reduced satisfaction in the workplace, negatively impacting on both individual and the organization (Sarwar et al., 2020). In this context, employee well-being is not only considered as a personal issue but also a consequence of organizational practices, workplace relationships and psychological experiences (Charalampous et al., 2019; Pradhan & Hati, 2022).

Employee well-being refers to the psychological health, emotional stability, job satisfaction, workplace happiness, work-life balance, and positive functioning in the organizational environment (Oishi & Westgate, 2022). Organizational justice, defined as employees' perceptions of fairness in organizational procedures, outcomes, and interpersonal treatment (Greenberg & Colquitt, 2013), is a significant predictor of work attitudes and well-being. According to extensive research, perception of fairness influences trust, commitment, job satisfaction, and psychological well-being (Hayati & Caniogo, 2023).

An employee's psychological disconnection from their role occurs when they feel that the exchanges they make with the organization are unfair or that they are not supported. This is manifested by work alienation, including a sense of powerlessness, meaninglessness, isolation, and detachment from work (Seeman, 1967). Alienation has been linked to negative consequences, such as emotional exhaustion,

disengagement, absenteeism, and intentions to leave the organization (Martela, 2023; Reinsberg et al., 2023).

Psychological distance, which is emotional distance, employees feel from their organization and workplace relationships (Chen & Li, 2018), is generally linked to negative perceptions, such as feeling detached, cynical, and less connected to the organization (Li et al., 2022; Liu et al., 2021). Individual-level factors may determine how these effects manifest. Mental health literacy involves emotional awareness, psychological understanding, coping abilities, seeking help, and effective use of mental health resources, which mitigates the negative impact of stressors in the workplace (Buta et al., 2024b; Roche et al., 2024). Yet little research has considered mental health literacy as a moderating factor that could buffer the adverse effects of work alienation and psychological distance on employee well-being (Buta et al., 2024b).

Based on the Social Exchange Theory (Homans, 1958), employees' perception of fairness, support, and reciprocity in the workplace becomes the basis for assessing their relationships at work. Dysfunctional exchanges, such as mistrust or unfairness, can lead to psychological distancing and lower psychological well-being (Blau, 2017; Swazan & Youn, 2023). So, this study examines the moderating role of mental health literacy between work alienation and employee well-being and between psychological distance and employee well-being among the private sector workers of Pakistan.

Theoretical Background

Social Exchange Theory provides a strong theoretical basis for examining the link between perceptions of organizational justice, work alienation, psychological distance, mental health literacy, and employee well-being. According to Social Exchange Theory (SET), social behavior is the outcome of an exchange process that occurs when people assess the possible benefits and costs of relationships (Cropanzano et al., 2017). Organizational relations evolve as a result of repeated social exchanges, in which people assess the "balance" between what they give and what they receive (Cropanzano & Mitchell, 2005; Homans, 1958). When employees feel that their organization treats them with support, respect, and fairness, they are likely to have positive

reciprocal attitudes, emotional attachment, psychological commitment, and trust in the organization (Cropanzano et al., 2017).

Frequent exchange imbalance, unfairness, emotional neglect, and relationship dissatisfaction can lead to a gradual withdrawal from the employee's job and organizational relationships, manifesting as work alienation and psychological distance, and to emotional exhaustion, disengagement, and decreased well-being when coping resources are insufficient (Cropanzano & Mitchell, 2005). Mental health literacy, from this perspective, buffers these negative effects, helping employees understand, control, and cope with the emotional effects of poor work relationships.

Based on the above theoretical arguments, the following conceptual model is proposed:

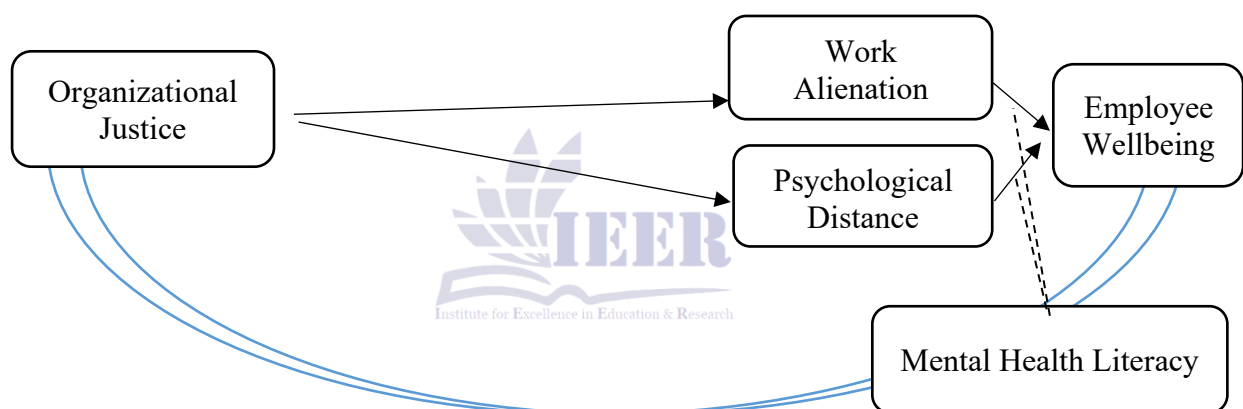


Diagram of Conceptual Framework

Hypothesis Development

Organizational Justice and Employee Well-being

Empirical studies have repeatedly shown that organizational justice is a key determinant of the well-being of employees. Lawson et al. (2009) concluded that organizational justice emerged as a significant predictor of employee well-being, while recent evidence confirms this relationship across multiple occupational settings, such as hospitality, public organizations, and multinational organizations (Yusuf et al., 2025). Distributive justice helps to ensure that workers feel that they are getting a fair reward (Godwin et al., 2020; Pasupuleti et al., 2023). Procedural justice increases confidence in organizational processes even if the outcomes are not positive

(Versteegt et al., 2022). Interactional and informational justice have been linked to lower burnout and higher psychological health (Godwin et al., 2020). On the other hand, organizational injustice has been linked to work stress, emotional exhaustion, burnout (Pérez-Rodríguez et al., 2019), and lower mental health scores (Cachón-Alonso & Elovainio, 2022). Hence, with the support of the above evidence, the following hypothesis is suggested in the present study:

H1: *There is a positive association between organizational justice and employee well-being among employees of private organizations.*

Organizational Justice and Work Alienation

Organizational practices that can be considered fair generate a sense of belonging, attachment to the organization, and trust in the organization, which decreases the feeling of estrangement and psychological withdrawal (Çelik & Damar, 2017; Islam et al., 2019). Within the healthcare industry, Ceylan and Sulu (2011) identified three forms of injustice, distributive, procedural, interpersonal and informational to be all positively related to work alienation dimensions of powerlessness and social isolation. Mohamed (2022) discovered similar results among nursing personnel during the COVID-19 pandemic. Likewise, Durrah (2020) concluded the same results among healthcare workers in Oman. Islam et al. (2019) found in their study on the telecom sector that procedural and informational justice were significant factors in raising the level of alienation, especially among employees who were perceived as being overqualified. Given the above empirical evidence, it is hypothesized that:

H2: *There is a negative association between organizational justice and work alienation among employees of private organizations.*

Organizational Justice and Psychological Distance

The literature reveals that perceptions of fairness have a significant impact on the psychological closeness or distance employees experience with their organizations (Rupp et al., 2015). Organizational justice has consistently been found to positively influence organizational trust, psychological ownership, engagement, and quality of employee-organization relationships, which are known to be correlated with decreasing psychological distance (Kang & Sung, 2019; Zhang et al., 2020). Similarly, fair organizational practices contribute to greater organizational embeddedness and trust, which in turn fosters employees' sense of feeling attached to the organization (Mehmood et al., 2021)(Mubashar et al., 2022). A similar line of evidence is provided in Zhang et al. (2022), which revealed that psychological distance influences justice-related cognitive processing, suggesting that there is a close relationship between fairness perception and psychological

distance. The hypothesis is tentatively proposed based on the above empirical evidence:

H3: *There is a negative association between organizational justice and psychological distance among employees of private organizations.*

Work Alienation and Employee Well-Being

Alienation from work and employee well-being have been extensively studied in organizational and occupational settings. There is evidence across the literature that correlates higher levels of work alienation to lower employee well-being, job satisfaction, higher levels of emotional exhaustion, increased stress, anxiety, and poorer psychological and physical health outcomes (Chiaburu et al., 2014; Conway et al., 2020; Lagios et al., 2022). Negative correlation between subjective alienation and people's well-being leads to emotional burden and psychological discomfort in the workplace (Adibifar & Monson, 2020). In a longitudinal study on the biopsychosocial costs of alienated labor, Seeman et al. (2020) reported an association between work alienation and increased biological dysregulation, or allostatic load. Staff with work conditions that caused alienation had lower psychological functioning, greater exposure to stress, and lower social well-being. Korkmaz and Torlak (2024) determined that work alienation of nurses, when negatively correlated with quality of work life, was significant. Similarly, Gharbi et al. (2025) showed that work alienation significantly affected work-related anxiety in the hotel industry. Hence, the above empirical evidence suggests the following hypothesis:

H4: *There is a negative association between work alienation and well-being among employees of private organizations.*

Psychological Distance and Employee Well-Being

Numerous studies have demonstrated that psychological proximity in an organization positively affects employees' health. (Liu et al., 2020) concluded that the employee-organization psychological distance had a significant impact on occupational mental health. Marstand et al. (2024) revealed that the more psychological distance the employees had from the supervisors, the less task-centered

coping skills they had and the more they withdrew. Those who were psychologically close to leaders showed better coping, higher effectiveness, and psychological functioning. If not properly managed, psychological distance can exacerbate loneliness, the loss of perceived support, and negative impacts on employees' mental health (Figueiredo et al., 2025; Hill et al., 2022). Moreover, Petitta and Ghezzi (2025) showed that organizational belongingness is a psychological resource that helps employees resist stressors and reduce performance deterioration in remote work environments. Thus, these empirical results lead to the following hypothesis:

H5: *There is a negative association between psychological distance and well-being among employees of private organizations.*

Moderation of Mental Health Literacy between Work Alienation and Employee Well-being

Work alienation has been correlated with emotional exhaustion, stress, decreased job satisfaction, counterproductive work behaviors, psychological distress, and decreased employee well-being in previous studies (Thanem & Elraz, 2022; Vafeas et al., 2024). But, workers do not react to "alienating" conditions in the same manner. Alienation may have different impacts on employee well-being depending on individual psychological resources. One such important psychological resource is mental health literacy (MHL). Mental health literacy is defined as employees' knowledge, beliefs, and understanding about mental health issues, including their ability to identify psychological distress, access support, respond to mental health issues in an adaptive manner, and manage emotional problems well (Buta et al., 2024a). Increased mental health literacy correlates with better mental health, decreased stress, decreased stigma, and increased help-seeking intentions (Kleist et al., 2025; Lam et al., 2022). Organizational environments that are health-supportive and mental health literacy campaigns have been found to enhance the well-being of employees and buffer the impact of negative work experiences (Hammer et al., 2024; Lam & Lam, 2024). While prior research has found that work alienation has detrimental effects on employee well-being and mental

health literacy has beneficial effects on mental health, few studies have directly investigated the moderating effect of mental health literacy between work alienation and employee well-being. Therefore, it is hypothesized that:

H6: *Mental Health Literacy moderates the relationship between work alienation and the well-being of employees in private organizations.*

Moderation of Mental Health Literacy between Psychological Distance and Employee Well-being

Employees who feel a higher psychological distance are more likely to feel emotionally detached, have a lower organizational identification, cope in ways that are not adaptive, and have lower occupational mental health (Marstand et al., 2024). Employees may react and interpret disconnection in the workplace differently depending on their psychological resources. Mental health literacy (Lam et al., 2022) is one of these protective factors. Previous studies have shown that a higher level of mental health literacy is correlated with better psychological well-being, decreased stress, lower risk of burnout, and coping skills in a workplace environment (Kleist et al., 2025). Furthermore, mental health literacy can diminish the impact of psychological distance, soften the stigma associated with mental health issues, and promote support-seeking and supportive relationships (Wulf, 2022).

While psychological distance has been associated with poorer mental health outcomes, and mental health literacy with improved employee mental health, few studies have directly investigated the interaction between mental health literacy and psychological distance in this relation. Hence, from the buffering view of personal psychological resources, it is suggested that the negative effect of psychological distance on the well-being of employees could be alleviated by mental health literacy. Accordingly, the following hypothesis is proposed:

H7: *Mental Health Literacy moderates the relationship between psychological distance and the well-being of employees in private organizations.*

Research Methodology

The data was gathered between November 2025 and April 2026 using both an online and paper-based survey from bank employees in Punjab, Pakistan's districts of Lahore, Okara, Sahiwal, Multan, Gujranwala, Gujrat, Sialkot, Kharian,

Jhelum, and Narowal. A convenience sample strategy was used. 876 of the 923 completed questionnaires were included in the study. Table 1 displays the characteristics of the respondents.

Table 1: Characteristics of Respondents (N= 876)

Demographic Characteristics	Code	Frequency	Percentage
Gender	Male	523	59.7
	Female	353	40.3
Age (in years)	21-30	269	30.7
	31-40	331	37.8
	41-50	193	22.0
	Above 50	83	9.5
Education	Intermediate	51	5.8
	Bachelor	207	23.6
	Masters	439	50.1
	Above Masters	179	20.4
Job Experience (in years)	0-5 years	203	23.2
	6-10 years	297	33.9
	11-15 years	228	26.0
	Above 15 years	148	16.9

Measures

The 5-point Likert scale was used for measuring the constructs, with 1 for strongly disagree and 5 representing strongly agree. Organizational justice was measured through 9 items adopted from Elovainio et al. (2010). Work alienation is measured through 8 items adopted from Nair and Vohra (2009). Psychological distance was measured through 25 items adopted from Lim et al. (2012). The mental health literacy was measured through 15 items adopted from Costa et al. (2025). At the end, well-being was measured with 7 items adopted from Stewart-Brown et al. (2009). A pilot study (n=70) was conducted to ensure the reliability (i.e., Cronbach's alpha > 0.70) of all scales.

Data Analysis

Smart-PLS 4.0 was used to assess measurement and structural models. The discriminant validity, convergent validity, reliability and hypothesis testing were assessed following the guidelines of Hair et al. (2019).

Common Method Bias

According to the results of the Harman-Single Factor test, the highest explained variance was 37.47%, which is below the 50% threshold (Hair et al., 2019), which meant CMB was not a concern.

Measurement Model

Table 2 shows the measurement model results. All factors were above 0.708. Cronbach's alpha, composite reliability, and AVE met the recommended thresholds, confirming reliability and convergent validity (Hair et al., 2019).

Variables	Dimension	Code	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Threshold			> 0.708	> 0.708	> 0.708	> 0.50
Organizational Justice	Procedural Justice	PRJ1	0.832	0.775	0.775	0.690
		PRJ2	0.826			

Work Alienation	Interpersonal Justice	PRJ3	0.833			
		IRJ1	0.854	0.805	0.805	0.719
		IRJ2	0.842			
		IRJ3	0.849			
	Distributive Justice	DRJ1	0.847	0.790	0.790	0.704
		DRJ2	0.837			
		DRJ3	0.833			
	Work Alienation	WAL1	0.829	0.933	0.933	0.679
		WAL2	0.828			
		WAL3	0.826			
		WAL4	0.825			
		WAL5	0.827			
		WAL6	0.820			
		WAL7	0.811			
		WAL8	0.828			
Psychological Distance	Inhabited Space	INS1	0.874	0.846	0.846	0.764
		INS2	0.877			
		INS3	0.871			
	Isomorph Effect	ISF1	0.884	0.846	0.846	0.764
		ISF2	0.871			
		ISF3	0.868			
	Spatial Distance	SPD1	0.838	0.866	0.867	0.714
		SPD2	0.843			
		SPD3	0.848			
		SPD4	0.851			
	Temporal Distance	TED1	0.885	0.856	0.856	0.776
		TED2	0.881			
		TED3	0.877			
	Social Distance	SOD1	0.866	0.840	0.840	0.758
		SOD2	0.875			
		SOD3	0.870			
	Participation	PRP1	0.877	0.837	0.837	0.754
		PRP2	0.856			
		PRP3	0.872			
	Cognitive Communion	COC1	0.866	0.840	0.840	0.758
		COC2	0.869			
		COC3	0.876			
Mental Health Literacy	Resonant Contagion	RSC1	0.873	0.840	0.840	0.757
		RSC2	0.860			
		RSC3	0.878			
	Self-Help Strategies	SHS1	0.787	0.819	0.819	0.648
		SHS2	0.800			
		SHS3	0.821			
		SHS4	0.811			
	Erroneous Beliefs/ Stereotypes	EBS1	0.822	0.765	0.765	0.680
		EBS2	0.819			
		EBS3	0.832			
	Help Seeking and First Aid Skills	HSF1	0.822	0.762	0.762	0.677
		HSF2	0.820			
		HSF3	0.827			
		KMH1	0.775	0.873	0.873	0.612

Well-being	Knowledge of Mental Health Problems	KMH2	0.768	0.909	0.909	0.647
		KMH3	0.799			
		KMH4	0.780			
		KMH5	0.790			
		KMH6	0.781			
		WLB1	0.791			
		WLB2	0.802			
		WLB3	0.823			
		WLB4	0.785			
		WLB5	0.808			
		WLB6	0.800			
		WLB7	0.818			

Discriminant Validity

To determine discriminant validity, the Fornell-Larcker ratio was calculated (Hair et al., 2019),

where all constructs met the recommended threshold (see Table 3).

Table 3: Discriminant Validity Analysis

Variables	ORJ	WAL	PYD	MHL	WLB
Organizational Justice (ORJ)	0.779				
Work Alienation (WAL)	-0.754	0.824			
Psychological Distance (PYD)	-0.731	0.651	0.807		
Mental Health Literacy (MHL)	0.033	-0.020	-0.001	0.746	
Well-being (WLB)	0.495	-0.454	-0.440	0.424	0.804

Diagonal values are the square root of AVE values.

Structural Model

Organizational justice negatively influenced work alienation ($\beta = -0.754$, t p < 0.000) and psychological distance ($\beta = -0.2781$, p < 0.000) while positively influencing wellbeing ($\beta = 0.240$, p < 0.000). Work alienation ($\beta = -0.172$, p < 0.000) and psychological distance ($\beta = -0.145$, p < 0.000) negatively affected employee well-being.

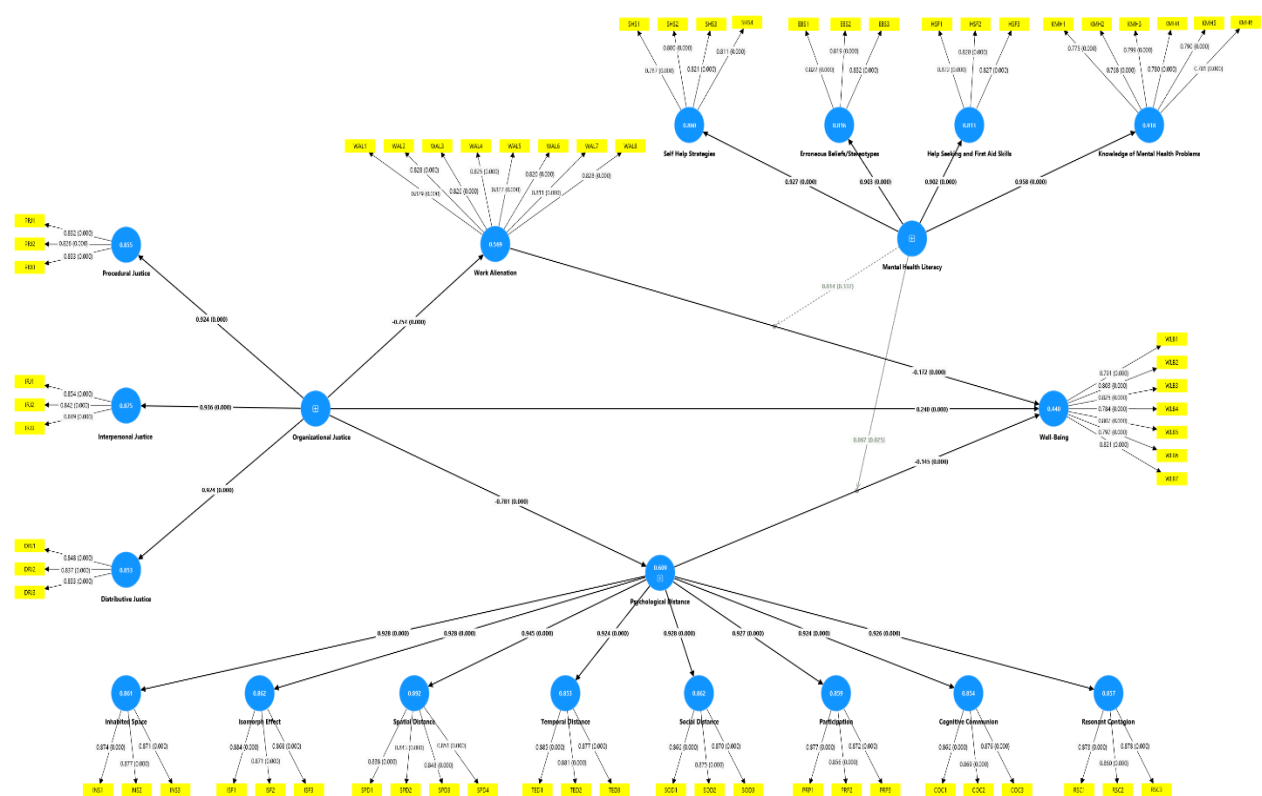
Mental health literacy significantly moderates the relation psychological distance and wellbeing ($\beta = 0.067$, p < 0.025) but not the relationship between work alienation and wellbeing ($\beta = 0.014$, p > 0.337). Table 4 also shows the effect size (f^2) results that also met the criterion of Cohen, (2013).

Table 4: Hypothesis Testing

No.	Hypotheses	β	Mean	Standard deviation (STDEV)	T value	P values	VIF	Effect Size (f^2)	Confidence Interval		Decision
									5%	95%	
H1	ORJ $\rightarrow$ WAL	-0.754	0.753	0.015	51.199	0.000	1.000	1.318	-0.778	-0.730	Accept
H2	ORJ $\rightarrow$ PYD	-0.781	0.781	0.013	61.014	0.000	1.000	1.560	-0.802	-0.759	Accept

H3	ORJ WLB	→	0.240	0.241	0.049	4.910	0.00	3.5	0.02	0.16	0.320	Accept
H4	WAL WLB	→	-	-	0.041	4.206	0.00	2.3	0.02	-	-	Accept
H5	PYD WLB	→	-	-	0.041	3.530	0.00	2.6	0.01	-	-	Accept
H6	MHL*WAL → WLB		0.014	0.012	0.033	0.421	0.33	1.8	0.00	-	0.069	Not Accept
H7	MHL*PYD → WLB		0.067	0.069	0.034	1.960	0.02	1.8	0.00	0.00	0.120	Accept

Where; ORJ- Organizational Justice, WAL- Work Alienation, PYD- Psychological Distance, MHL- Mental Health Literacy, WLB- Well-being, VIF- Variance Inflation Factor



Model Fit

The model demonstrated satisfactory explanatory power and fit (Table 5), with SRMR = 0.043 and NFI = 0.80.

Table 5: Coefficient of Determination (R²), Predictive Relevance (Q²), and Model Fit

Variables	Work Alienation	Psychological Distance	Wellbeing
R ²	0.569	0.609	0.440
Q ² (> zero)	0.384	0.394	0.282
Model Fit	NFI		SRMR
	0.80		0.043

Discussion

Acceptance of first hypothesis is in line with previous studies claiming that a high level of fairness in procedures, respectful interactions, and a sense of security from organizations leads to improved well-being and job satisfaction among employees (Lawson et al., 2009; Yusuf et al., 2025). The significant negative relationship of organizational justice with work alienation and psychological distance in hypothesis 2 and 3 is also consistent with previous research indicating that organizational justice further improves employees' sense of belongingness and attachment to their organization and reduces withdrawal (Ceylan & Sulu, 2011; Mohamed, 2022; Zhang et al., 2022). Work alienation is also confirmed as a severe psychological condition that adversely affects employee well-being, consistent with prior evidence linking it to emotional exhaustion, job dissatisfaction, and poorer psychological and physical health outcomes (Chiaburu et al., 2014; Seeman et al., 2020). Psychological distance confirmed to have a significant negative impact on employee well-being, with psychological closeness instead acting as a protective factor against workplace stressors (Liu et al., 2021) and distance from supervisors linked to poorer coping and psychological functioning (Marstand et al., 2024).

Hypothesis 6 was not supported: mental health literacy did not significantly moderate the relationship between work alienation and well-being. This may be because work alienation is a widespread, systemic state whose effects on exhaustion and dissatisfaction are not easily offset by individual-level resources (Thanem & Elraz, 2022). Mental health literacy increases awareness of psychological distress but is not always matched by effective coping resources or workplace support (Buta et al., 2024a), and persistent stigma may deter employees from seeking help even when aware of their needs.

Hypothesis 7 was supported implying that employees with higher mental health literacy are better able to identify signs of psychological distress and use adaptive coping mechanisms, helping them manage detachment and preserve well-being (Lam et al., 2022) (Marstand et al., 2024). Overall, the findings emphasize that organizational justice is a fundamental

organizational resource that promotes employee well-being at the same time, strengthening employees' mental health literacy may enhance their ability to cope with psychological distance, although organizational interventions remain essential for addressing work alienation.

Implication of the Study

It is a study that contributes to the existing literature of organizational behavior, HRM, and occupational psychology, as it brings together organizational justice, work alienation, psychological distance, mental health literacy (MHL), and employee wellbeing into a unified framework. The study also extends Construal Level Theory by demonstrating the link between psychological distance and organizational justice and well-being, furthermore, it extends the application of the Conservation of Resources Theory to the organizational environment by introducing MHL as a boundary condition. The study's intent to investigate such relationships in private banking companies within a collectivist context adds to the cross-cultural applicability of existing theories.

The results reveal some practical implications for institutions, in particular, private banking institutions. Organizations can foster the promotion of organizational justice by having clear policies, a fair assessment system, and equitable compensation, participation in decision-making, and respectful communication. Additionally, organizations need to reduce work alienation through job enrichment, greater employee autonomy, individuals' skill development, and meaningful work. Communication, employee involvement, feedback, and team-building activities can help to reduce psychological distance. Additionally, improving mental health literacy, which includes training, workshops, and awareness initiatives, as well as employee assistance programs and counselling services, can enhance employee resilience and reduce the impact of stressors in the workplace.

Limitations and Future Research Directions.

Cross-sectional design restricts the ability to make causal inferences, and self-report questionnaires can lead to common method bias. Furthermore, the sample consisted of

employees in the private banking sector, and no qualitative data was collected. Future research should be designed using longitudinal design, mixed-method, and multi-source designs across different industries and cultural settings to improve validity and generalizability. The study could also look at OCB as an outcome and explore relationship mediators and/or moderators such as EI, psychological resilience, ethical leadership, perceived organizational support, workplace spirituality.

Conclusion

This study aimed to investigate the effects of organizational justice, work alienation, and psychological distance on employee well-being among employees of private banking institutions, while examining the moderating role of mental health literacy. The findings indicate that higher organizational justice reduces work alienation and psychological distance while directly enhancing employee well-being. In addition, greater work alienation and psychological distance were associated with lower employee well-being. Mental health literacy significantly buffered the negative effect of psychological distance on employee well-being but did not moderate the relationship between work alienation and employee well-being. Overall, this study contributes to the understanding of the psychological mechanisms underlying employee well-being and highlights the importance of promoting fair organizational practices, reducing employees' psychological withdrawal, and strengthening mental health literacy to foster healthier and more productive workplaces.

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