

Impact of Work Ethics on Quarter-Life Crisis Severity, Moderated by Perceived Social Support

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ABSTRACT

Young adults (22–38) experience a Quarter-Life Crisis (QLC) due to career stress and identity struggles. This study examines the link between work ethics and QLC severity, considering the role of perceived social support. Using the Occupational Work Ethic Inventory (OWEI), Quarter-Life Crisis Scale (QLCS), and Multidimensional Scale of Perceived Social Support (MSPSS), findings revealed a moderate negative correlation between strong work ethics and severe QLC symptoms. Social support reinforced this relationship, as emotional and professional backing reduced workplace stress and existential concerns. However, work mode (remote, hybrid, onsite) had no significant effect. To enhance resilience in early career professionals, organizations must implement ethical leadership programs, professional mentoring, and employee welfare initiatives. These measures are crucial in mitigating QLC-related psychological distress and fostering a supportive work environment.

Keywords: *Quarter-life crisis, organizational work ethics, perceived social support, employee well-being, work-life balance, career uncertainty, workplace stress, emerging adulthood, professional identity, ethical leadership*

Organizational work ethics refer to the beliefs and standards that guide an organization's functioning (Elci & Alpan, 2009). These ethical codes shape employee behavior, role execution, and overall contribution to institutional goals. Modern work ethics emphasize workplace culture over individual conduct, drawing on philosophical concepts like the Protestant work ethic, which links discipline, work, and morality. A strong ethical culture enhances employee productivity, customer loyalty, and minimizes organizational scandals (Schwartz, 2017).

Ethical principles in the workplace foster a positive climate, encouraging employees to act responsibly and make ethical choices. Conversely, unethical environments lead to dissatisfaction and high turnover. Post-COVID-19 shifts highlight ethical orientations such as flexible work arrangements, now seen as necessities rather than perks. Work ethics also intersect with Quarter-Life Crisis (QLC), affecting employment, career development, and

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work-life balance. Ethical workplaces that provide social support contribute to job satisfaction, psychological well-being, and retention.

Globalization, technology, and corporate social responsibility have reshaped work ethics. Companies now face scrutiny regarding labor rights, ethical sourcing, and digital workplace boundaries. Younger employees demand social justice, sustainability, and corporate accountability (Luthans, 2002). Organizations today must consider their societal impact and commitment to employee welfare.

Core ethical values in modern workplaces include:

- **Accountability:** Encourages ownership of responsibilities, fostering trust and collaboration (Han, 2023).
- **Integrity:** Ensures ethical consistency, promoting long-term stakeholder relationships and an honest work culture (Paine, 1994).
- **Professionalism:** Covers conduct, etiquette, and work attitude, contributing to a positive and respectful work environment (Decker, 2022).
- **Teamwork:** Enhances communication, creativity, and efficiency, leading to a more cohesive and innovative workplace (Cohen & Bailey, 1997).

Strong work ethics create productive, supportive workplaces. Organizations that prioritize accountability, integrity, professionalism, teamwork, and work-life balance improve efficiency, employee engagement, and long-term sustainability. Ethical practices not only foster trust and cooperation but also help businesses navigate modern challenges while ensuring a positive impact on society and the economy.

1.02 Quarter-Life Crisis (QLC)

The quarter-life crisis (QLC) is a period of psychological discomfort, uncertainty, and anxiety, typically occurring between ages 25 and 33 (Morrison & Hennessey, 2020). It often arises at the start of one's career, as individuals question their career trajectory and life plans. Unlike the mid-life crisis, which focuses on aging and past achievements, QLC is marked by uncertainty about the future, career choices, and life expectations. QLC is commonly associated with external pressures in both personal and work domains.

1.2.1 Economic Pressures

A key contributor to QLC is economic instability. Many young professionals entered the workforce during economic downturns, limiting their job opportunities and financial security. Additionally, student debt, often exceeding \$30,000, forces individuals to prioritize income over job satisfaction, leading to frustration and dissatisfaction. Rising living costs further exacerbate financial stress, creating a cycle of economic insecurity and emotional distress.

1.2.2 Workplace Expectations

Graduates often enter the workforce with high expectations of job satisfaction and career growth. However, repetitive tasks, limited promotions, and low salaries in entry-level jobs can lead to disillusionment. Additionally, the pressure to work extra hours and remain constantly available through digital devices contributes to burnout (De Hauw & De Vos, 2010).

1.2.3 Social and Cultural Factors

Social media intensifies QLC by fostering social comparison. Platforms like Instagram and LinkedIn showcase peers' successes, increasing feelings of inadequacy (Baker & Oswald, 2010). Cultural expectations further add to the pressure, particularly regarding milestones like homeownership, marriage, and financial independence. Delays in achieving these goals often lead to frustration and self-doubt.

Modern society emphasizes self-sufficiency, which can isolate individuals and increase stress. Employment is closely tied to self-identity, and failure to secure a fulfilling job can lead to feelings of hopelessness. The competitive job market amplifies this struggle, pushing young adults into cycles of social comparison and career dissatisfaction.

The quarter-life crisis is a complex issue shaped by economic hardship, workplace challenges, and societal pressures. Organizations that recognize and address these concerns can better support employees, fostering a healthier work environment. Understanding QLC can help individuals navigate this phase with greater clarity, reducing stress and improving both career satisfaction and overall well-being.

1.03 Perceived Social Support

The quarter-life crisis (QLC) is a psychological phase marked by uncertainty and dissatisfaction with career and personal development, typically occurring between ages 25 and 35. Economic instability, workplace expectations, and societal pressures exacerbate the crisis, leading to stress and reduced job satisfaction. Perceived social support—emotional, instrumental, and informational—plays a critical role in mitigating these challenges.

Types of Social Support in the Workplace

- Emotional Support: Encouragement from colleagues, supervisors, or family helps employees cope with insecurity and confusion, reducing loneliness and stress.
- Instrumental Support: Practical assistance, such as workload adjustments or financial aid, eases employees' burdens, especially during the QLC.
- Informational Support: Guidance from mentors or senior colleagues clarifies career paths and organizational expectations, improving decision-making.

Social support enhances mental well-being, reducing anxiety and burnout while increasing job satisfaction and commitment. Employees who perceive support from their managers and organizations feel more secure, particularly during organizational crises.

1.04 Social Support, Organizational Ethics, and Job Satisfaction

Organizations with strong ethical frameworks foster trust, security, and fairness, leading to reduced stress and dissatisfaction. Conversely, unethical practices such as favoritism, discrimination, and lack of transparency heighten the QLC's negative impact, causing disengagement and high turnover. However, social support can mitigate these adverse effects by promoting emotional resilience and a sense of belonging.

Workplace stress is alleviated by a culture of support, fairness, and mental health awareness. Organizations prioritizing open communication and strong leadership provide employees with stability, reducing impulsive career shifts. Ethical organizations that value honesty and respect foster employee satisfaction, innovation, and retention.

1.05 The Moderating Role of Social Support in QLC

Social support moderates the relationship between poor organizational ethics and the QLC. Employees who receive encouragement and guidance from their peers and superiors cope better with workplace stress and uncertainty. In ethical environments, job dissatisfaction is minimized, turnover rates decrease, and organizational loyalty strengthens.

Unethical work environments amplify distress during the QLC, leading to emotional exhaustion and decreased performance. Support from colleagues and leadership fosters resilience, promoting personal and professional growth despite workplace challenges.

Ethical workplaces and strong social support systems are crucial in reducing the negative impact of the QLC. By fostering fairness, transparency, and support, organizations can enhance employee well-being, job satisfaction, and overall performance, creating a positive and productive work environment.

2.0 METHODS

2.01 Research Question

What is the relationship between organizational work ethics and the severity of the quarter-life crisis among employees moderated by perceived social support?

2.02 Aim

The study is mainly focused on the correlation between organizational work ethic and the level of the quarter-life crisis among employees where social support strength is a moderator.

2.03 Objectives

1. To evaluate the current state of organizational work ethics and their influence on employees, focusing on values, principles, and moral guidelines within the workplace.
2. To explore how perceived social support moderates the relationship between organizational work ethics and the quarter-life crisis, identifying the conditions under which social support mitigates or exacerbates the crisis's impact.

2.04 Hypotheses

- H01. There is no significant relationship between employees' perceptions of organizational work ethics and the severity of their quarter-life crisis symptoms.
- H02. Perceived social support does not moderate the relationship between organizational work ethics and the severity of the quarter-life crisis among employees.

2.05 Operational Definition

2.5.1 Organizational Work Ethics

- It refers to the standards of morality and ethical standards an organization upholds, including the principles of fairness, integrity, accountability and respect This will be measured through employee surveys assessing attitudes towards ethical practices, organizational policies and compliance with ethical standards internal office.

2.5.2 Severity of the Quarter-Life Crisis

- This refers to the level of distress, confusion, and uncertainty that guide career, relationship, and life decisions made by individuals in their twenties and thirties Will be assessed using a validated Quarterly Life Crisis Scale that

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includes anxiety-related items, lack of emotional guidance, and lack of job satisfaction

• 2.5.3 Perceived Social Support

- It measures the extent to which employees perceive the emotions and benefits offered by colleagues, supervisors, and the broader organizational environment Using the Social Support Scale which assesses the availability and quality of support including emotional, informational and equipment support including personnel sight shall be considered.

2.06 Research Design

The study was a Correlational study.

2.07 Variables

• Independent variable

The independent variable for this study is organizational work ethics.

• Dependent Variable

The dependent variable for this study is the severity of the quarter life crisis.

• Moderating Variable

The moderating variable is perceived social support.

2.06 Population

• Universal population

The universal population for this study includes all employees working across various industries and sectors globally.

• Target population

Target population for this study includes people working in the corporate sector.

• Sample size

The study was conducted on a sample of size 264.

• Sampling method

The sampling method was convenience sampling where the units that were the most accessible to the researcher were chosen for inclusion in the sample.

2.09 Inclusion Criteria

The selection of samples were based on the fulfillment of the following criteria:

1. Age between 22-38 years
2. Access to internet
3. Ability to read and understand English
4. Knowledge on how to fill google forms

2.10 Exclusion Criteria

The sample population was not included those who match these criteria:

1. Age below 22 or above 38 years
2. Individuals who do not have access to the internet.
3. Individuals who do not know the English language.
4. Individuals who not know to fill a google form
5. Individuals who are not working at present including housewives

2.11 Tools

The research used the following tools:

2.11.1 Occupational Work Ethic Inventory

The Occupational Work Ethic Inventory (OWEI) was developed in 1991 by Roger W. Hill. The Occupational Work Ethic Inventory (OWEI) is a psychometric tool developed to measure various dimensions of work ethic among individuals in an occupational setting. It assesses a range of work-related attitudes and behaviors that are considered important for job performance and workplace success. It consists of 12 items which offer a holistic view of an employee's work ethic, which can be crucial for team dynamics and organizational culture. The reliability of this scale is 0.70.

2.11.2 Quarter Life Crisis Scale

The Quarter-Life Crisis Scale (QLCS) was developed by psychologists Oliver Robinson and Alexandra Wright in 2013. The Quarter-Life Crisis Scale (QLCS) is a tool used to assess the intensity and dimensions of the quarter-life crisis experienced by young adults, typically those in their mid-20s to late 30s. This scale measures various aspects of the psychological and emotional challenges faced during this transitional life stage. The quarter-life crisis is characterized by feelings of uncertainty, anxiety, and existential questioning related to personal and professional life. The reliability of this scale is 0.85.

2.11.3 Multidimensional Scale of Perceived Social Support

The Multidimensional Scale of Perceived Social Support (MSPSS) is a psychological assessment tool designed to measure an individual's perception of support from three specific sources: family, friends, and significant others. Developed by Gregory Zimet and colleagues in 1988, the MSPSS is widely used in research and clinical settings to evaluate how much support individuals feel they receive from these key areas of their social network. The reliability of this scale is 0.85.

2.12 Procedure

Participants were selected according to the inclusion and exclusion criteria. Google forms were sent out containing the 3 questionnaires ie., Scoring for all the scales was done using SPSS, on the basis of which data was analyzed to establish a relationship between the variables.

2.13 Statistical Analysis

The data for the study was analyzed using the Statistical Package for Social Sciences (SPSS). The results of all the questionnaires were analyzed separately and later correlated to find out the strength between both the variables.

2.14 Ethical Considerations

During the research process, the researcher adhered strictly to the following ethical principles:

1. The information of every participant will be kept confidential and used strictly for the purpose of research.
2. Participants consent will be taken to be a part of the study.
3. The participants will have the choice to withdraw themselves from the research or refuse to be a part of it at any point in time.

RESULTS

In this section, the results of the study are presented, beginning with an overview of the demographic characteristics of the sample population. The data were collected from 264 participants, whose demographic details, such as age, family type, work mode and employment status, are summarized to provide context for the findings. Descriptive statistics (shown in table 1), including means, standard deviations, and normality, were used to describe the key variables under investigation.

Table 1.00 Descriptive Statistics

	Organizational Work Ethic	Perceived Social Support	Quarter life crisis
N	264	264	264
Missing	0	0	0
Mean	80.7	62.7	58.5
Median	73.0	67.0	59.0
Standard deviation	33.8	18.3	10.0
Minimum	12	12	35
Maximum	189	84	75
Shapiro-Wilk W	0.845	0.906	0.952
Shapiro-Wilk p	<.001	<.001	<.001

It was found that the distributions of organisational work ethics, quarter life crisis and perceived social support were not normal. Hence, non parametric statistics will be used for further analysis.

Correlation Analysis

The Spearman correlation analysis (as shown in table 2) provides insights into the relationships among organizational work ethic, perceived social support, and the quarter-life crisis.

Table 2.00 Spearman Correlation

	Organizational Work Ethic	Perceived Social Support	Quarter life crisis
Organizational Work Ethic	1.0000	-0.0692	-0.364
Perceived Social Support	-0.0692	1.0000	-0.221
Quarter life crisis	-0.3642	-0.2208	1.000

Organizational Work Ethic and Quarter-Life Crisis

The correlation coefficient between organizational work ethic and the quarter-life crisis is -0.364, indicating a moderate negative relationship. This suggests that as the perception of organizational work ethic improves, the severity of the quarter-life crisis tends to decrease. The negative direction aligns with prior research, which posits that strong ethical workplace cultures provide stability and purpose, mitigating existential challenges often faced during this transitional life stage.

Perceived Social Support and Quarter-Life Crisis

The correlation between perceived social support and the quarter-life crisis is -0.221, reflecting a weak negative relationship. While the effect size is smaller compared to

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organizational work ethic, it still highlights the role of social support systems in alleviating the quarter-life crisis. This relationship underscores the importance of support from peers, family, or mentors in reducing feelings of uncertainty and anxiety.

Organizational Work Ethic and Perceived Social Support

The correlation between organizational work ethic and perceived social support is -0.069, indicating a negligible negative relationship. This weak association suggests that while both variables independently impact the quarter-life crisis, they do not strongly influence each other. This may imply that organizational ethics and social support operate in distinct domains with minimal overlap.

Moderation Analysis

Two moderation models were examined to determine whether perceived social support and work mode (e.g., remote, hybrid, on-site work) influence the relationship between organizational work ethic and the quarter-life crisis. Table 3 shows the interaction effect between Organizational Work Ethic and Perceived Social Support. Table 4 shows the interaction effect between Organizational Work Ethic and Work Mode.

Table 3.00 Moderating Effect of Perceived Social Support

Moderation Estimates	Estimate	SE	Z	p
Organizational Work Ethic	-0.14558	0.0160	-9.11	<.001
Perceived Social Support	-0.19712	0.0267	-7.39	<.001
Organizational Work Ethic * Perceived Social Support	0.00310	7.75e-4	4.00	<.001

(Statistically significant)

Perceived Social Support as a Moderator

The interaction term (Organizational Work Ethic × Perceived Social Support) is significant (Estimate = 0.00310, SE = 0.000775, Z = 4.00, p < .001).

This result indicates that perceived social support moderates the relationship between organizational work ethic and the quarter-life crisis. Specifically, the protective effect of organizational work ethic on reducing the quarter-life crisis is amplified at higher levels of perceived social support. This finding supports the buffering hypothesis, which posits that social support can strengthen resilience against stressors.

Interestingly, both organizational work ethic (Estimate = -0.14558, p < .001) and perceived social support (Estimate = -0.19712, p < .001) are independently significant predictors of the quarter-life crisis, highlighting their direct effects alongside the interaction effect.

Table 4.00 Moderating effect of Work Mode

Moderation Estimates

	Estimate	SE	Z	p
Organizational Work Ethic	-0.1435	0.0156	-9.18	<.001
Work Mode	1.7929	0.6338	2.83	0.005
Organizational Work Ethic * Work Mode	0.0211	0.0183	1.16	0.248

Work Mode as a Moderator

The interaction term (Organizational Work Ethic × Work Mode) is not significant (Estimate = 0.0211, SE = 0.0183, Z = 1.16, p = .248), suggesting that work mode does not significantly moderate the relationship between organizational work ethic and the quarter-life crisis.

While work mode itself is a significant predictor (Estimate = 1.7929, p = .005), its interaction with organizational work ethic does not substantially alter the strength or direction of their relationship. This implies that whether employees work remotely or on-site, the impact of organizational work ethic on the quarter-life crisis remains consistent.

Regression Analysis

This regression analysis (shown in table 5) examines the relationship between Organizational Work Ethic (the covariate) and Quarter Life Crisis (the dependent variable).

Table 5.00 Regression analysis

Model Fit Measures

Model	R	R ²	RMSE	Overall Model Test			
				F	df1	df2	p
1	0.493	0.243	8.70	84.1	1	262	<.001

Model Coefficients - Quarter Life Crisis

Predictor	Estimate	SE	t	p
Intercept	70.231	1.3922	50.45	<.001
Organizational Work Ethic	-0.146	0.0159	-9.17	<.001

Model Fit Measures

- R (correlation coefficient) = 0.493: This shows a moderate positive relationship between Organizational Work Ethic and Quarter Life Crisis.
- R² = 0.243: This indicates that 24.3% of the variance in Quarter Life Crisis is explained by the covariate (Organizational Work Ethic).
- RMSE (Root Mean Squared Error) = 8.70: This value shows the average deviation of predicted Quarter Life Crisis scores from the observed scores. A lower RMSE would indicate better model fit.

Overall Model Test

- F-statistic = 84.1, with $df_1 = 1$ and $df_2 = 262$: The F-test evaluates whether the regression model provides a significantly better fit to the data than a model with no predictors.
- $p < .001$: The overall model is statistically significant, indicating that Organizational Work Ethic significantly predicts Quarter Life Crisis.

Model Coefficients

- Intercept (Estimate = 70.231, SE = 1.3922, $t = 50.45$, $p < .001$): This is the predicted value of Quarter Life Crisis when Organizational Work Ethic is zero. It serves as the baseline score for the dependent variable.
- Organizational Work Ethic (Estimate = -0.146, SE = 0.0159, $t = -9.17$, $p < .001$): Estimate (-0.146): For every unit increase in Organizational Work Ethic, Quarter Life Crisis decreases by 0.146 units. This negative estimate implies that higher Organizational Work Ethic is associated with a lower Quarter Life Crisis score.
- $p < .001$: This effect is statistically significant, meaning that Organizational Work Ethic has a meaningful impact on Quarter Life Crisis.

DISCUSSION

4.01 Introduction

This section provides an extensive analysis which explains how work ethic values in organizations along with perceived social support influence quarter-life crisis. The results focus on three main aspects which include organizational work ethic functionality as well as perceived social support strength and their effects on work mode and quarter-life crisis development.

4.02 The Role of Organizational Work Ethic in Quarter-Life Crisis

The study shows that organizational work ethic presents a moderate (-0.364) negative connection to quarter-life crisis levels. People with beneficial work ethics perceptions in their organizations demonstrate lower levels of stress during their first quarter existence as adults. Employee well-being depends strongly on workplace culture according to research which supports this current finding.

What are the important factors of organizational work ethic? Organizations showing strong work ethic implement values which respect integrity and accountability together with respectful communication and fair management. Employees who work under principles that foster ethical conduct experience better organizational stability along with purpose. Working within such a stable environment proves essential for young professionals who are confronted with three major early-adulthood obstacles: career-related dilemmas, financial complexities and identity development.

Psychological safety exists when employees feel safe to express concerns in professional settings that practice ethical behavior since evidence shows ethical workplace cultures can create this environment. The development of ethical workplace cultures decreases stress at work and creates job satisfaction and this helps workers alleviate their quarter-life crisis existential tensions.

The workplace becomes more satisfying when it matches the core values of individual employees. The mismatch between someone's deeply held personal principles and the

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professional ethics at work produces mental tension that elevates work-related pressure and work dissatisfaction.

4.2.1 Comparison with Existing Literature

Multiple scholarly investigations support the notion that workplace ethics build healthier environments for personnel. Through their research Treviño et al. (2014) demonstrated that ethical leadership leads to better job satisfaction together with lower burnout rates among employees. Brown and Treviño (2006) establish that ethical work cultures develop workplace trust and organizational dedication which decreases staff departure and psychological strain.

Social support perceptions act as a factor which strengthens the protective effect of ethical workplace environments against quarter-life crisis.

This study demonstrated that weak perceived social support exists as a negative correlation (-0.221) with respect to the quarter-life crisis because people who get ample social support experience decreased crisis challenges. The results from moderation tests show that social support helps make organizational work ethic more effective at protecting employees from quarter-life crisis symptoms.

Social support acts as a protective factor which helps people deal with negative experiences. Social support functions as a barrier to protect the mind by enabling people to handle uncertainty and stress. Such social relationships build up emotional strength to reduce distress and develop resilience specifically in young adults during their career transition journey.

The social network helps young adults by supporting them with useful resources such as professional guidance, monetary help and job opportunities which allow them to handle real-life struggles during this developmental period.

A solid support network helps people feel connected to others while reducing loneliness and self-doubt symptoms that commonly occur during the quarter-life crisis.

4.03 Implications for Organizations

Organizations need to prioritize initiatives which build better workplace relationships since social support enhances what employees gain from their work ethic at the organization. Some potential interventions include:

The implementation of mentorship programs enables matched up young workers to access expertise from veteran mentors who can offer support through guidance.

The organization should implement team-building activities through group projects combined with social events to develop stronger peer relationships.

Employers who establish mental health resources allowing employees to access counseling will help personnel manage their workplace stress along with anxiety.

4.3.1 Comparison with Existing Literature

Scientific research led by Cohen and Wills (1985) identified social support as a protective factor against stress which weakens its negative impact on individuals. A variety of recent research investigations led by Uchino et al. (2016) demonstrates that people who maintain powerful social ties exhibit superior workplace resilience capabilities.

4.04 Work Mode and Its Implications

The investigation checked how different work modalities (remote, hybrid and on-site) affected the association between work ethic in organizations and quarter-life crisis experiences. The study results demonstrate that work mode establishes a clear link with the quarter-life crisis but it fails to influence the connection between organizational work ethic and crisis occurrence.

Why Work Mode Did Not Moderate the Relationship? The absence of moderation might stem from workplace ethics that create similar positive effects for employee experiences no matter the physical setting. Employee perceptions of ethical values in their workplace create workplace stability which lessens the impact of quarter-life crisis regardless of their physical work setting.

Workers who perform their duties remotely should consider the need for social support since their limited workplace interaction may increase their feelings of isolation.

Workers participating in hybrid and on-site arrangements get the benefits of direct interactions yet may face stress because of strict protocols in the workplace. Organizational ethics operates as a steady variable which affects job wellness through every work mode.

4.4.1 Comparison with Existing Literature

Bloom et al. (2015) examined remote work along with other researchers who discovered that remote work benefits productivity yet creates difficulties for maintaining work-life balance. The current research demonstrates that ethical workplace culture acts as a stronger barrier than work type against quarter-life crisis.

4.05 Interplay of Organizational Work Ethic and Social Support

The statistical link between organizational work ethic and perceived social support comes out to be almost non-existent (-0.069) because these elements operate as separate components. The factors separately affect quarter-life crisis yet they function independently of each other for their effect.

Why Is There No Strong Link Between Work Ethic and Social Support? Work ethic at the organizational level stands separate from social support which mainly comes from friends and family relationships. Workers get substantial positive support from various non-work relationships including personal connections which diminishes the importance of ethical policies in their professional life.

4.5.1 Implications for Organizations

A complete employee support system requires organizations to implement ethical workplace standards along with programs that build social networks. This could involve:

1. The organization should establish Ethical Leadership Training to expand workplace ethical conduct practices.
2. Workplaces will benefit from Peer Support Groups that aim to build better colleague relationships.
3. Organizations should offer adaptable work arrangements which enable staff members to preserve solid support systems they built outside of work.

4.06 Future Research Directions

- Future research needs to investigate the relationships between workplace ethics and quarter-life crisis development during different points of time.
- Probing this conclusion requires evaluations of the identified patterns in distinct cultural business environments.
- The analysis of additional moderators through evaluations of personality traits and coping strategies would strengthen knowledge about the quarter-life crisis.
- Ethical workplace policies combined with supportive work environments will have a fundamental effect on reducing quarter-life crisis challenges thus creating a healthier and more involved workforce.

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Conflict of Interest

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