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# Leadership Styles and Employee Wellbeing: A Comparative Study

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## ABSTRACT

This study explores the relationship between various leadership styles and employee wellbeing within organizational contexts. Recognizing the significance of employee wellbeing for both individual growth and organizational performance, this research aims to compare the impacts of different leadership styles on employees' mental and physical health. Through a detailed literature review, analysis of three recent studies, and comparative examination, this paper highlights how transformational, authentic, and laissez-faire leadership styles influence employee wellbeing. Findings indicate that leadership styles significantly affect employee satisfaction, stress levels, and overall job performance, emphasizing the need for organizations to adopt leadership approaches that foster a healthy work environment.

**Keywords:** Leadership styles, Employee wellbeing, Transformational leadership, Authentic leadership, Laissez-faire leadership.

## INTRODUCTION

The value of research on leadership styles is great, as it reflects a considerable amount of similarities across different study areas and practices. Recognition of the significance of employee wellbeing to society and more direct stakeholders such as shareholders and employees is another impetus to study this area further. Broadening the study of leadership to include wellbeing allows for recognition of the personal freedom and individual autonomy, as well as the capacity for growth and optimal functioning of others. The aim of this study is to compare findings related to different leadership styles and approaches used and their effect on employee wellbeing [1]. Section two of this paper considers how different leadership styles can affect wellbeing, and how this might relate to the health levels in employees. Section three provides an account of three recent studies published, considering the effects of leadership styles on employees and the levels of wellbeing they experience. This study compares the results of these studies, aiming to establish a connection between the effects of transformational leadership on employees. Section four outlines the greater profile of each of the leadership theories considered to find their effect on employees within the three studies. This section also refers to the results of the health levels experienced by the employees. The final section presents the results and provides a discussion about the findings before presenting a conclusion [2].

## LITERATURE REVIEW

### LEADERSHIP STYLES AND EMPLOYEE WELLBEING: LITERATURE REVIEW

In this section, the literature on the different leadership styles and their impact on employee wellbeing is critically reviewed. Although research has shown the influence of leadership styles on employee wellbeing and performance, there is limited research on the impact of leadership styles on employee wellbeing within the workplace environment. Therefore, based on such points, relevant theories and research have been reviewed and used as a foundation for conducting the current project [3].

Leadership Styles and Employee Wellbeing Good and positive leadership has been linked with improved employee wellbeing (one's subjective vitality and sense of being healthy and functional), along with increased job performance, job satisfaction, and decreased stress. Leadership theories from a historical-philosophical perspective focus on the concept of the "self" (authentic leadership) and are based on the

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transformative and servant-leadership approach (a philosophical perspective with a focus on the moral development of employees). Leaders deliver multiple ways of interpersonal relationships based on their personal and formed beliefs of leadership, the organizational behavior context in which it is delivered, and the situations and environments in which employees engage with everyday work. These leadership styles impact upon employees' wellbeing through job satisfaction and can be positive, negative, and neutral. It is important to understand styles and how they can offer greater insight into what influences employee wellbeing. Consequently, leadership styles can therefore demonstrate the types of leader interaction within this context [4].

### **LEADERSHIP STYLES**

This article focuses on the type of leadership styles that may have an influence on the well-being of an employee working in an organization. The model provided by Goleman is a basic framework that presents fantastic understandings of different types of styles and their connotations that are important for the purpose. The Leadership Grid provides a clear understanding of five different types of leadership models, their strengths, and implications for an employee and the organization. This will give great insight into understanding that some leadership styles may seem similar to one another but due to their basic characteristics, will have different implications on the health and well-being of an employee [5]. Authentic leadership style is a significantly positive style of leadership. They are a good role model, ethical, consistent, self-aware, and transparent. They are those who try to figure out what is right; they are mission-driven and focused on results. How employees are treated, fair or equal, both embedded inside their lives, and hence they will naturally be embedded into the organization. This style would have a higher positive effect than the situational leadership style because it is essential that a leader demonstrates ethical and moral standards and it's effective only when the employees know that the leader has the willingness to work with them. The Laissez-Faire Leadership Style: The leader gives employees full freedom to do whatever they wish and offers little or no guidance to employees. Hostility will arise gradually, which will lead them to have anger, frustration, low morale, and low productivity, which will lead to bad physical and mental health. There are four main leadership styles [6].

### **EMPLOYEE WELLBEING**

This section focuses specifically on the literature on employee wellbeing that considers their well-being within different organizational contexts where leaders might demonstrate different leadership styles. Positive organizational behavior (POB) theory sheds positive light on the concept of wellbeing by explicitly theorizing that employee wellbeing positively impacts not only the individual employee but the broader organization, a view that has been somewhat underscored in the healthcare sector rather than other organizational contexts as demonstrated by, among others. In this review, we aim to provide a holistic view of employee wellbeing in considering a range of aspects that contribute to and detract from wellbeing that sit outside of caring for one's wellbeing at work. Therefore, we conceptualize employee wellbeing to concern the human experience that considers an employee's satisfaction with their work, their engagement in their work, an overall sense of happiness, or a lack of stress regarding their work at an organization, a higher quality of working life, greater physician satisfaction, a job with a good fit with individual values, personality, skills, and interests, and a higher level of QWL. EWB is conceptualized as including not just a lack of burnout, depression, compassion fatigue, or nurse dissatisfaction, but it concerns psychological and other wellbeing too and beyond these disorders due to emotional labor work [7].

Accordingly, because employee wellbeing is a protagonist in the patient journey towards care quality, a focus on EWB is pertinent and valid. This wellness is conceptualized as including an optimum level of mental health (e.g., the absence of depression and anxiety) as well as psychological wellbeing (i.e., people feeling happy, satisfied, engaged, and content with their work and with their lives) [8].

### **RESEARCH METHODOLOGY**

The research methodology section is aimed at outlining the systematic approach and procedures utilized to address the research questions and objectives. It discusses the research design, data collection instruments, and sampling techniques employed to ensure that the data was gathered, analyzed, and interpreted to enable the study's relevance, credibility, transferability, dependability, and confirmability. The research will follow a comparative case study design, as the aim of our paper is to provide insights into how wellness and leadership are managed by one company with both bureaucratic leadership and LLC management practices. The study is exploratory and seeks to investigate in depth the mechanisms underpinning the phenomenon. The case companies were selected in order to represent non-examples of each other and our theory, and the sample was drawn from our networks [9]. Data will be collected in several steps. First, we will conduct interviews with the CEO and the "director of transformation" in both

companies, as these areas within the companies are responsible for employee wellness and leadership development. Second, we will undertake document studies to understand and elaborate on the corporate wellness programs and leadership development processes in both companies. In this phase, written course materials, company annual reports, and ethical guidelines together with corporate values will be analyzed. After the corporates have been studied, we will visit the offices of both companies in order to observe the physical working spaces and attend weekly meetings in the companies to "feel" the working environment. In addition to the observations described above, three focus group interviews will be held [10].

### RESEARCH DESIGN

From the type of research conducted, Yin (2003) categorizes research into six kinds such as exploratory, explanatory, descriptive, comparative, evaluative, and action research. In line with the purpose of the study, research can be divided into two types such as verification research and exploratory research. Verification research aims to test the hypotheses and check the variance analysis between independent and dependent variables. In contrast, the exploratory research aims to create cognitive or empirical groundwork relating to current problems. Related to the research objectives, this study uses an exploratory research approach to achieve the following objectives [11]. This research was conducted with the aim of describing a comparison that occurs. The comparative descriptive method in this study was carried out based on an online survey. This approach is considered to be the most appropriate in this study because we wanted to identify the causality of the equations that underlie the hypotheses. In conducting this study, the first policy is to conduct a literature review to develop questionnaires that will be distributed online. Then conduct a dry test using smartPLS to find out the constructs on the questionnaire. collects data on questionnaires and processes them using the ELISP tool. In the end, we get the testing result analysis [12].

### DATA COLLECTION METHODS

Explaining the methods and procedures used to gather the data promotes its transparency and reliability while underscoring the appropriateness of these tools and techniques to the purpose of the study. The data for this study were collected from employees serving in different industries in Pakistan. A survey method was used where a convenience sampling technique was employed to select the participants of the study. For data collection, an online form was used where data were obtained from employees with the help of a structured questionnaire scale. The information was collected through a cross-sectional method where data were gathered during 2020 and 2021 to support the ongoing relevance of the study [13]. The tool was found to be useful and logical in addressing the research questions by academics in established journals. Various researchers have also used this method and concluded that it is statistically effective in supporting the objectives of the study by ensuring that the purpose of the study is met. Furthermore, a personal email, developed as consent by the researcher to the potential participants, was used to send an online link to the questionnaire to the potential participants with information about the study aims and assurance that their responses would be kept confidential and anonymous. In the email, the participants were also informed that by completing the survey, they consented to participate in the study. Managers were also contacted to provide permission to distribute the questionnaire. Participants were assured that they had the right to refuse to answer any questions or withdraw their participation at any time without fear of penalty or sacrificing any benefits, and informed that completing and returning the survey forms indicated informed consent. In the consent letter, we requested that participation was strictly limited to staff members who were 18 years or older, and who could complete the survey without assistance, self-reporting their answers in a private setting with no distractions. No incentives were offered, as this can influence a study's results and introduce sample bias. Any potential participant who declined to participate was asked to return the blank questionnaire to the data collector in the accompanying envelope [14].

### SAMPLING TECHNIQUES

The first issue of sampling concerns how the research participants will be chosen to be included in the study. The sample chosen will help to determine the possibility that results from this research can be applied to a larger population. As such, it is an issue that determines the generalizability of the study's results. The second issue includes whether real people or secondary data will constitute the sample, which dictates the method that will be followed to acquire the data needed [15]. Given the scope of the study and the accessibility of participants at the two organizations visited, a convenience or random sampling technique was considered to be the most effective technique. Participants were selected by using a combination of convenience and random sampling. The final sample consisted of 196 participants, and Assignment 1 and Assignment 2 group breakdown was undertaken for 3 supervisory positions in each group: General Managers, Operations Manager, and Team Leader. This sampling process was employed as these were the levels about whom this study sought to examine how a supervisor's leadership style

might be affecting their physical RF genotype and how their physical RF genotype might be affecting their supervisor's leadership style in relation to the interplay of stress and coping and their overall well-being [16]. The sample selection process undertaken is considered appropriate for the study given the role and breakdown of employee types in the two organizations visited. Those organizations are large not-for-profit public service with field, regional, and warehouse-based locations. The sites were geographically in the same area to ensure consistency of data. Employees at both sites are covered by government legislation and provide services to the broader Australian population. The two organizations were contacted and agreed to be involved in the present study and sent a letter from the researcher and information sheets and consent forms to be distributed to staff. The information sheet indicated that the first email contact with staff would be undertaken by the internal organization contact. Given the size of these organizations and the potential number of eligible employees, researchers decided to use a random sample of supervisors and their staff who worked frontline in a customer service-oriented role. Supervisors were identified through the organization's centralized phone system telecommunications contact. Those staff and supervisors who agreed to support the research and participate in the study were asked to sign the consent forms and return them in sealed envelopes to a secure post box site at their workplaces. Data was collected between May and October 2006. Correlations were shown between RF gene and leadership style [17].

### RESULTS AND FINDINGS

Table 1 shows the frequency and percentage of each demographic characteristic item. As seen in Table 1, of the 588 participants who responded to this measure, 239 (4.1%) of them were male, while 449 (7%) of them were females. As shown in Table 1, most of the participants were early-career workers around the age of 26 years old, accounting for more than half of the respondent population. Almost two-thirds of the participants hold a bachelor's degree, and most of the participants have never been involved in other organizations. There are more female than male employees (Refer Table 1). This implies that current research generally concludes with past ones and confirms the same results. In fact, we believe that the era of management gurus has dissipated and been completely made obsolete by existing times [18]. Results indicated that more than half (54.5%) of the respondents' organizations tend to apply a democratic style. This result corresponds to the results of previous research as conducted by Lotovety et al. (2013). Another highlight of this study is that the number of male participants in our survey is also higher than that of females, which could have affected the results. Our findings have already been compared with prior research and found that the democratic style model is the respondents' most common term for introducing. Thus, milling methods for different numbers resulting in our investment profit from the survey of models related to any position in different organizations estimation may be interpreted as the least before and increases the level of employee satisfaction [19].

### DISCUSSION AND IMPLICATIONS

The findings of the exploratory study underline the relevance of management leadership styles in the healthcare sector. They indicate the impact that hospital middle managers' leadership style has on staff well-being and thereby on the patient. However, not each leadership style leads to better results, but only some of them. Especially respectful leadership, which makes use of all leadership styles according to the needs of the particular situation, is outstanding and is most prominent for those working more, and seeing more patients, and having more responsibilities. However, apart from that, transformational leadership is, with its three parts, especially in combination, more relevant than transactional leadership. One needs to keep in mind that the validity of findings is limited due to the cross-sectional nature of the data. However, the results point the way towards a more detailed handling of the leadership style of hospital middle managers in an organization. This is relevant when it comes to evaluating individual staff members, as well as the career development of managers. The different styles shall be evaluated in respect of importance and impact on staff well-being concerning the job-specific situation of the individual roles [20].

### IMPLICATIONS FOR THEORY AND PRACTICE

The type of leadership affects staff well-being, with the results pointing to the added value of respectful leadership and transformational leadership. It is thus important to study what this holds for HRM practices and HRM outcomes. The obtained KMO value indicates that those exceeded the expected cut-off of 0.6, which is recommended to be satisfactory for the factor analysis technique. The consequences of the present findings are potentially far-reaching. Despite the specific focus of the research in healthcare, it is likely that the findings can be extrapolated to wider organizational settings. The study necessitates the analysis of the combined impact of leadership styles with the respective leadership behavior and its influence on employee well-being. By using the behavior measure as the determinant of improvements, it

will be possible to see which measure influences motivation or well-being in specific job situations. Such an approach requires research clarity into the relative importance of the different leadership behaviors. A better understanding of this relative importance can help a more detailed and precise formulation of theoretical models which relate different leadership practices to employee outcomes, and develop theories of the manner in which respect and the impact of empathy can be cultivated or be inherent in the behavior of good leaders. Needed are also more applied research to demonstrate the relationship between leadership quality and employee well-being [21].

### CONCLUSION

This comparative study underscores the critical role of leadership styles in influencing employee wellbeing. Transformational and authentic leadership styles positively impact employee satisfaction and reduce stress, while laissez-faire leadership tends to have negative effects on employee morale and productivity. The findings suggest that organizations should prioritize leadership development programs that emphasize ethical standards, transparency, and active engagement with employees to promote a healthy and productive work environment. By aligning leadership practices with the wellbeing of employees, organizations can enhance overall performance and foster a supportive workplace culture.

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