

## Analysing the impact of Leadership on employee Well-being and Job Satisfaction; an empirical study

Dr. Priyanka Sharma<sup>1\*</sup>, Dr Somanchi Hari Krishna<sup>2</sup>, Dr. sridharan R<sup>3</sup>, Dr. Seereddi Shravya<sup>4</sup>, Satuluri Padma<sup>5</sup>, Dr. Amit Kumar<sup>6</sup>

<sup>1</sup>Associate Professor- HR Prin. L. N. Welingkar Institute of Management Development and Research, Bangalore-560100.

Email ID : [priyanka.sharma@welingkar.org](mailto:priyanka.sharma@welingkar.org)

<sup>2</sup>Professor, Department of Business Management, Vignana Bharathi Institute of Technology, Aushpur Village, Ghatkesar Mandal -501301.

Email ID : [harikrishnasomanchi@gmail.com](mailto:harikrishnasomanchi@gmail.com)

<sup>3</sup>Associate professor and Head, Department of Commerce - CS and AF Faculty of Science and Humanities, SRM Institute of Science and Technology, Kattankulathur.

Email ID : [yajur.sri@gmail.com](mailto:yajur.sri@gmail.com)

<sup>4</sup>Assistant Professor (C), Department of Management, Rajiv Gandhi University of Knowledge Technologies, Nuzvid- 521202.

Email ID : [shravya2238@rguktn.ac.in](mailto:shravya2238@rguktn.ac.in)

<sup>5</sup>Professor, Department of MBA, KLEF (Deemed to be University), Green Fields, Vaddeswaram, Guntur, Andhra Pradesh-522302.

Email ID : [padmasmba@gmail.com](mailto:padmasmba@gmail.com)

<sup>6</sup>Assistant Professor, Department of Hotel Management, K. R. Mangalam University, Badshahpur Sohna Rd Hwy, Gurugram, Sohna Rural, Haryana 122103

Email ID : [amittomar4444@gmail.com](mailto:amittomar4444@gmail.com)

**Cite This Paper as:** Dr. Priyanka Sharma, Dr Somanchi Hari Krishna, Dr. sridharan R, Dr. Seereddi Shravya, Satuluri Padma, Dr. Amit Kumar (2025) Analysing the impact of Leadership on employee Well-being and Job Satisfaction; an empirical study. *The Journal of African Development* 1, Vol.6, No.1, 498-502

### KEYWORDS

Leadership styles, employee well-being, job satisfaction, transformational leadership, organizational performance, workplace productivity, leadership development, organizational culture.

### ABSTRACT

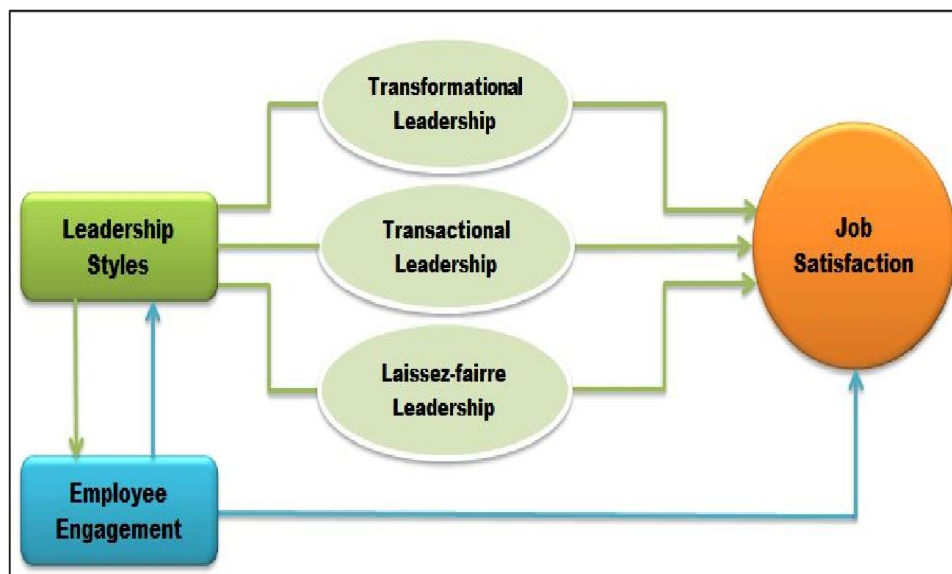
Employee well-being and job satisfaction are critical determinants of organizational performance, and leadership plays a critical role in shaping them. Focusing on the interconnected dynamics and implications for workplace productivity, the investigation investigated the influence of leadership styles on employee well-being and job satisfaction. The interaction between employee well-being and leadership style on job satisfaction was analyzed using a two-way ANOVA, which was conducted quantitatively. The necessity of contextual leadership methods that are tailored to the well-being levels of employees is underscored by the small but statistically significant impact of the relationship between leadership and employee well-being on work satisfaction. The results indicate that transformational leadership, which is defined by empathy, vision, and support, promotes more significant levels of job satisfaction and employee well-being than transactional and laissez-faire leadership style. Employees who regard their leaders as supportive and empowering report a higher level of psychological well-being, motivation, and dedication to their positions. In contrast, leadership strategies that are devoid of interpersonal sensitivity may impede both satisfaction and well-being, leading to a decrease in performance. This investigation emphasizes the significance of integrating leadership development programs with employee well-being initiatives to improve organizational outcomes and job satisfaction. Organizations can enhance employee morale, retention, and productivity by cultivating a culture of adaptive and supportive leadership. Industry-specific variations and the potential mediating effects of organizational culture should be the focus of future research. ..

### 1. INTRODUCTION

Leadership has consistently been crucial in influencing organizational results. In contemporary companies, where people

dedicate a substantial part of their life, leadership significantly influences their well-being and job happiness. Employee well-being includes mental, physical, and emotional health, while work satisfaction pertains to their fulfillment and involvement in their positions. Leadership is a complex phenomenon that entails encouraging, directing, and assisting team members to attain corporate objectives. The leadership style and the leader's methodology may profoundly affect workers' impressions of their responsibilities, stress levels, and overall satisfaction. Leadership theories have undergone considerable evolution, shifting from transactional models centered on duties and incentives to transformational methods that prioritize inspiration, empowerment, and empathy. Studies indicate that transformational leaders, characterized by emotional intelligence and a focus on subordinate development, provide a supportive working atmosphere that improves well-being and contentment. In contrast, authoritarian or laissez-faire leadership styles may result in tension, unhappiness, and even burnout. Employee well-being and work happiness are essential indicators for both corporate success and individual productivity and career longevity. Current research indicates that firms with content and healthy workers often attain greater profitability, lower turnover rates, and improved innovation. Despite much study in this domain, the dynamic and developing character of workplaces requires ongoing examination

Figure: 01



## 2. LITERATURE REVIEW

King (2021) explores the use of cinema as a novel instrument in systemic awareness coaching to improve leadership development. The depiction of intricate situations and many viewpoints demonstrates how films may enhance emotional involvement, provoke contemplative reasoning, and elevate systemic awareness among leaders. The authors assert that including film into coaching sessions enables executives to analyze organizational dynamics, interpersonal interactions, and decision-making processes within a secure and imaginative setting. This method corresponds with the tenets of positive psychology, which highlight development, resilience, and a strengths-oriented perspective. This chapter presents a framework for the appropriate utilization of film to cultivate comprehensive and adaptable leadership qualities in the workplace. This framework is presented via case studies and pragmatic insights. Johnson (2021) analyzes the stress encountered by women in higher education positions during the COVID-19 epidemic, highlighting the distinct obstacles they faced. The authors demonstrate via survey data that women in academics had substantial increases in workload, caregiving duties, and emotional strain throughout this era. Reconciling professional obligations with domestic responsibilities, intensified by distant employment and virtual education, significantly impacted their mental health and productivity. The results demonstrate that institutional disparities, including gendered expectations and the disproportionate allocation of caregiving responsibilities, exacerbated the stress levels of women in higher education. Numerous individuals indicated a deficiency in institutional support, inadequate resources, and impractical performance demands, exacerbating their challenges. The research emphasizes the detrimental effects of these pressures on work satisfaction, career advancement, and general well-being. The authors advocate for immediate organizational reforms to rectify these disparities, including the adoption of flexible work practices, the provision of mental health assistance, and the cultivation of an inclusive culture. They underscore the need of long-term initiatives to alleviate gender inequities and enhance the welfare of women in academia. This report urges higher education institutions to embrace fair policies and support structures to ensure workforce sustainability. Karacsony (2021) examines telecommuting on job satisfaction among Slovak workers epidemic. Utilizing survey data, the study indicates that teleworking had varied effects, contingent upon individual situations, job classifications, and organizational support. For several workers, telecommuting provided more flexibility, autonomy, and work-life equilibrium, resulting in increased job satisfaction. Conversely, several individuals encountered

isolation, challenges in delineating work from home life, and heightened stress, adversely affecting their satisfaction levels. Essential elements for favorable telework experiences were access to sufficient technology, supportive leadership, and efficient communication. A deficiency in these resources, coupled with heightened workloads and ambiguous goals, resulted in unhappiness among some personnel. The research indicated demographic disparities, revealing that younger employees and those in management positions often expressed more happiness with telecommuting compared to older or non-managerial staff. The results highlight the significance of organizational policies that facilitate telecommuting, including the provision of technology tools, explicit directions, and mental health assistance. The author advocates for a hybrid work approach that integrates the advantages of remote and on-site work to enhance employee happiness and productivity.

### 3. RESEARCH GAP

Although several studies have explored leadership styles and organizational outcomes, there is a lack of research specifically evaluating the simultaneous impact of leadership on employee well-being and job satisfaction. Numerous research mostly focus on a single dimension or examine leadership effects within certain sectors, neglecting cross-sectoral viewpoints. Furthermore, although transformational and servant leadership styles are often analyzed, the emerging leadership styles pertinent to hybrid work environments, remote teams, and increasing diversity are mostly underexplored. This research seeks to fill these gaps by providing a comprehensive investigation of the impact of various leadership styles on employee outcomes in modern workplaces.

### 4. STATEMENT OF THE PROBLEM

Despite extensive study on leadership and its effects, a substantial problem remains in comprehending how various leadership styles directly affect employee well-being and work satisfaction across different settings. Numerous firms neglect to acknowledge the significant impact of leadership on employee experiences, often leading to disengagement and diminished morale. Inadequately connected leadership with employee needs may intensify stress, diminish productivity, and foster a hostile workplace atmosphere. Insufficient focus on employee well-being leads to measurable losses, such as financial expenditures related to turnover and diminished creativity. This research aims to tackle these difficulties by investigating how leadership may be used to enhance employee outcomes and organizational performance.

### 5. METHODOLOGY OF RESEARCH

Convenience sampling will be used to gather data from workers across several industries, assuring a range of viewpoints. A systematic questionnaire will evaluate leadership styles, staff well-being, and levels of work satisfaction. Furthermore, semi-structured interviews will provide qualitative insights into workers' encounters with their bosses. The quantitative data will undergo statistical analysis to discern patterns and correlations, whilst thematic analysis will be used on the qualitative data to provide deeper insights. Convenience sampling, despite its restricted generalizability, is pragmatic and economical for investigating initial linkages and formulating hypotheses for further study.

#### Analysis, findings and Results

The importance of examining the leadership on employee well-being and work satisfaction is paramount. In a period characterized by rapid technical progress and international rivalry, firms under significant pressure to preserve productivity while cultivating a sustainable work culture. Employees, being the foundation of every business, require leadership that fosters their personal and professional development. Leaders that prioritize their workers' well-being foster loyalty, motivation, and a collective vision, eventually enhancing organizational success. Moreover, comprehending the relationship between leadership and employee happiness helps in tackling systemic problems such as workplace stress, absenteeism, and elevated turnover rates. This research enhances the discourse on developing inclusive, supportive, and empowered organizational frameworks, therefore connecting theory with practice.

**Table 1: Impact of leadership style and employee well- being on the job performance**

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	66107.120	8	6778.333	31.345	0.000
Intercept	41321.538	1	339166.128	1298.200	0.000
Leadership	13201.149	2	6500.395	26.457	0.000
Employee well- being	4685.095	2	4392.158	11.421	0.000
Leadership * Employee well- being	2024.021	4	570.223	2.578	0.041

Error	50172.215	191	263.258		
Total	1412537.000	200			
Corrected Total	131208.875	199			
a. R Squared = 0.432 (Adjusted R Squared = 0.671)					

### Key Findings:

This implies that the effect of leadership style on job performance depends on the level of employee well-being. Adjusted  $R^2 = 0.671$ ,  $R^2 = 0.671$  suggests the model fits well, even after adjusting for the number of predictors. Arnold's (2017) provides a comprehensive analysis of the relationship between transformational leadership (TL) and employee psychological well-being. This study consolidates previous research to assess the impact of transformational leaders—defined by their capacity to inspire, engage, and cultivate their employees—on employee mental health and work happiness, while also pinpointing areas for additional investigation. The review emphasizes that transformative leadership enhances workers' psychological well-being via many processes. These leaders exhibit customized concern by providing tailored assistance and addressing the distinct requirements of workers. Transformational leaders create an inspirational vision that instills purpose and belonging, therefore alleviating stress and enhancing intrinsic drive. Moreover, effective leaders promote intellectual stimulation, enabling workers to participate in problem-solving and invention, so augmenting their feeling of competence and self-efficacy. Arnold highlights the indirect impact of transformational leadership on well-being via organizational elements, including the establishment of a favorable work environment, the augmentation of job resources, and the mitigation of job expectations. Transformational leaders cultivate trust and facilitate open communication, so creating a supportive workplace in which people feel appreciated and safe. This thus mitigates working pressures and diminishes the likelihood of burnout. Mediators including work satisfaction, role clarity, and perceptions of justice are essential mechanisms by which transformational leadership affects well-being. Simultaneously, variables such as employee personality, corporate culture, and job complexity influence this connection. Employees possessing elevated self-efficacy or occupying high-autonomy positions may get enhanced advantages from transformational leadership.

### Future directions and Scope

While acknowledging the positive impacts of Transactional leaders, Arnold identifies several areas requiring further research. First, there is limited understanding of the potential dark side of TL, such as excessive expectations or emotional dependence, which could inadvertently harm employee well-being. Second, the majority of studies have been conducted in Western contexts, necessitating cross-cultural research to determine whether TL's effects on well-being are universal or culturally contingent. Third, Arnold calls for longitudinal studies to better capture the dynamic nature of the relationship and identify long-term outcomes. The review also suggests exploring how TL interacts with emerging workplace challenges, such as technological disruptions, remote work, and increasing diversity. Additionally, examining the interplay between TL and other leadership styles, such as servant or ethical leadership, could provide deeper insights into the most effective approaches for enhancing well-being. Arnold's review underscores the critical role of transformational leadership in promoting employee psychological well-being. By fostering supportive environments, encouraging growth, and addressing individual needs, transformational leaders significantly contribute to positive workplace experiences. However, the article highlights the importance of addressing gaps in the literature, such as cultural considerations, long-term impacts, and potential negative effects. Arnold's work provides a foundation for future research to refine our understanding of how leadership practices can sustainably enhance employee well-being in diverse and evolving organizational contexts.

## 6. RESEARCH IMPLICATIONS

The results of this investigation have considerable significance for both theory and practice. The research provides corporate leaders and human resource professionals with practical suggestions for creating a culture that emphasizes employee well-being and pleasure. By comprehending the subtleties of successful leadership styles, firms may build training programs and leadership development efforts that correspond with employee requirements. Policymakers might use these findings to champion workplace policies that establish employee well-being as a basic right. Theoretically, the study enhances the current knowledge base by emphasizing the interrelation between leadership, well-being, and satisfaction, hence facilitating future research in this area.

### Recommendations and Proposals

Organizations should prioritize leadership training that focuses on emotional intelligence, empathy, and effective communication, according to the research. Systematic evaluations of employee well-being and satisfaction must be performed to identify areas need improvement. Furthermore, establishing feedback channels that enable workers to express their concerns on leadership behaviors helps cultivate a more inclusive atmosphere. Leaders must to be urged to embrace a transformational approach, concentrating on motivating and empowering their staff while attending to individual needs.

Organizations have to establish wellness initiatives and mental health services to comprehensively assist workers. Ultimately, cultivating a culture of acknowledgment and gratitude may markedly improve work satisfaction and morale.

## 7. CONCLUSION

Leadership is an essential element of organizational performance, significantly influencing employee well-being and work satisfaction. This research emphasizes the significance of embracing leadership styles that focus empathy, empowerment, and support. By cultivating a culture that prioritizes employee well-being, firms may attain both increased productivity and a sustainable, harmonious work environment. As the contemporary workplace evolves, leaders must adjust and meet the demands of supporting their staff in a comprehensive and significant manner. This study provides a framework for businesses aiming to cultivate successful workplaces where both workers and executives thrive together.

## REFERENCES

1. King, K. Norbury, D. Rooney Systemic awareness coaching: film as a coaching tool for leadership development W.A. Smith, L. Boniwell, S. Green (Eds.), Positive Psychology Coaching in the Workplace, Springer, Cham (2021)
2. Malinga, K. S., Stander, M., & Nell, W. (2019). Positive leadership: Moving towards an integrated definition and interventions. Theoretical approaches to multi-cultural positive psychological interventions, 201-228.
3. Arnold, K. A. (2017). Transformational leadership and employee psychological well-being: A review and directions for future research. Journal of occupational health psychology, 22(3), 381.
4. Adams, D., Cheah, K. S. L., Thien, L. M., & Md Yusoff, N. N. (2021). Leading schools through the COVID-19 crisis in a South-East Asian country. Management in Education, Allen, T. D., Golden, T. D., & Shockley, K. M. (2015). How effective is telecommuting? Assessing the status of our scientific findings. Psychological Science in the Public Interest, 16(2), 40–68.
5. Bailey, D. E., & Kurland, N. B. (2002). A review of telework research: Findings, new directions, and lessons for the study of modern work. Journal of Organizational Behavior, 23(4), 383–400
6. Deloitte. (2021). The social enterprise in a world disrupted. Leading the shift from survive to thrive. (Deloitte Global Human Capital Trends). Deloitte
7. Harms, P. D., Credé, M., Tynan, M., Leon, M., & Jeung, W. (2017). Leadership and stress: A meta-analytic review. The Leadership Quarterly, 28(1), 178–194
8. Johnson, D. S., Johnson, A. D., Crossney, K. B., & Devereux, E. (2021). Women in higher education: A brief report on stress during COVID-19. Management in Education, 37(2), 93–100
9. Karácsony, P. (2021). Impact of teleworking on job satisfaction among Slovakian employees in the era of COVID-19. Problems and Perspectives in Management, 19(3), 1–10.

