

Leadership and Well-being: A role in Organizational setup in India

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This study investigates the intricate relationship between leadership and well-being within organizational setups in India. In today's dynamic world, well-being is crucial, encompassing emotional, physical, and social dimensions. Leadership significantly influences the health and happiness of followers, yet there is a gap in understanding the nuanced link between leadership styles and well-being outcomes. The objective of this study is to consolidate and review literature on leaders' well-being, elucidating the role of leaders' well-being as both antecedents and consequences. By examining various theories, this research aims to provide insights into how different leadership styles impact employee well-being and organizational effectiveness. The significance of this study lies in its contribution to advancing leadership and well-being discourse, filling gaps in literature, and informing organizational policies and practices to create healthier workplaces. Utilizing a rigorous methodology, relevant literature is selected based on inclusion and exclusion criteria, ensuring quality and comprehensiveness. The literature review section explores how transformational leadership fosters supportive and empowering workplaces, while also discussing the importance of effective leadership practices such as open communication and genuine leadership. Furthermore, the role of leadership support in facilitating work-life balance and promoting employee well-being is highlighted. In conclusion, this study underscores the importance of aligning leadership practices with organizational culture to enhance employee well-being and organizational performance. Future research and practical applications are essential to further comprehend this complex relationship and develop empirically supported strategies for fostering healthy and efficient organizations in India.

Keywords: *Leadership, well-being, organizational setup, India, transformational leadership, employee engagement, work-life balance.*

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0. INTRODUCTION

0.1 BACKGROUND OF THE STUDY

Well-being is very important in today's world because things are always changing. Many studies, including ones from reputable organizations like the UN and Deloitte, show that people are becoming more worried about their own health. While the literature on leadership recognizes this as important, there is a clear need for more in-depth studies. The goal of this paper is to fill in this gap by collecting and analyzing current research on leadership and well-being. It looks at the current state of study to show that we need a better understanding of the link between leadership and well-being.

0.1.1 WELL-BEING

Not only not being unwell; it involves emotional, physical, and social traits. Well-being impacts the complete person and is crucial for personal and communal progress. The World Health Organization and the Centers for Disease Control and Prevention emphasize the importance of well-being for increasing quality of life and strengthening individuals in times of trouble.

Health and happiness matter more in leadership. Group and community leaders affect the health and happiness of their followers. Leadership affects persons and groups' health and happiness. According to research, excellent leadership may boost corporate performance and results (Illes, 2017). This study uses reliable sources to demonstrate the urgency of gathering leadership and well-being research. By reviewing prior studies, we want to illuminate the complex link between leadership and well-being. We want to know how strong leadership improves individual, team, and organizational well-being. We learn more about leadership and well-being and make future research simpler by putting together the study. We assist researchers and practitioners explore new topics and find new strategies to help leaders be healthier and build healthy workplaces by pointing out gaps and trends in existing research. This article is a call to action to priorities well-being in leadership research and practice. Knowledge grows and people, teams, and communities thrive by encouraging a greater understanding of well-being's complexity.

Well-being is essential in today's fast-paced world to handle life's challenges. Well-being is essential due to fast development and various issues facing individuals and society. Personal well-being is multidimensional and includes physical, mental, and social factors. The complicated combination of these elements influences life quality and hardship resistance. Health and function depend on nutrition, exercise, and healthcare. Mental well-being affects stress management and life's ups and downs through emotional regulation, cognitive function, and psychological resilience. Support networks and relationships that foster belonging and connection are social well-being (Kaluza et al., 2019).

This complicated well-being environment gives leaders tremendous authority and responsibility. Leaders' well-being influences their self-fulfillment and that of their enterprises and communities. Leadership well-being and its influence on organizational dynamics and culture must be investigated in detail owing to their complex relationship (Irehill et al., 2023). Researchers examine individual well-being to prepare for a larger study of leaders' well-being. Understanding leadership and the necessity of fostering leaders' well-being in today's dynamic and demanding situations demands understanding the intricate interaction of physical, mental, and social factors.

0.1.2 LEADERSHIP AND WELL-BEING

Leadership entails navigating complex organizational dynamics, making tough decisions, and managing different teams. As business and community leaders, they confront various risks. Leadership problems include reaching performance goals and guiding teams through uncertainty, which can damage their physical, mental, and emotional health. Leader concerns must be understood to provide successful well-being solutions. Leaders must manage opposing objectives, interpersonal conflicts, and organizational change. We wish to highlight these issues to promote leadership and well-being (Skakon et al., 2010). This study seeks to bridge gaps in leaders' well-being studies and understand its causes. We synthesize data from multiple sources and disciplines to prepare for research and implementation. Our systematic review examines how individual traits and organizational culture impact leaders' well-being and outcomes. We educate scholars, practitioners, and organizational leaders to improve leader well-being and sustainable leadership. To examine leadership effectiveness and organizational success, leaders' well-being issues are addressed (Braun & Peus, 2018).

0.1.3 IMPACT OF WELL-BEING

Leadership and well-being are linked beyond academic discussion and resonate with practitioners, academics, and society. This relationship transforms people, groups, and neighbourhoods, affecting leaders and society. For real-world executives, well-being elements are crucial to strategy development. By understanding how leaders' happiness influences organizational performance, field workers may build environments that assist individuals and the organizations flourish (Zammuner et al., 2016). Deep research on leadership development may assist professionals promote resilience, work-life balance, and wellness cultures in their firms. Scholars should also grasp how leadership and well-being are linked. Real-world data and theory theories can help scholars discuss leadership performance and well-being. Academics' challenging inquiries and intellectual disputes advance theory and practice. These illustrate the complexity

of leadership roles and their effects on individuals and groups (Shao, 2019). The consequences of strong leadership extend beyond organizations and schools to society. Good leadership improves corporate performance and changes social norms and values. Care for leaders' health and happiness fosters generosity, strength, and acceptance, which helps communities and society (Wang et al., 2021). This work integrates theory and practice by providing practitioners with relevant insights, contributing to the scholarly discussion, and advancing the search for effective and enduring leadership. By highlighting the intersection between leadership and well-being, we're enabling leaders, groups, and society to succeed.

0.2 OBJECTIVE

The paper is an attempt to consolidate and review the literature on leader's well-being and recent developments that strengthen the concept and its prevalence. The study aims to discuss the different theories used to explain the role of leaders' well-being as antecedents and consequences.

0.3 SIGNIFICANCE OF THE STUDY

This study advances leadership and well-being discourse. Leader well-being becomes crucial to organizational performance and sustainability as businesses face enormous challenges and adapt to constantly changing contexts. First, this study addresses a vacuum in the literature by concentrating on leaders' well-being. While well-being is important, there is little study on leaders' specific problems and pressures. Our work fills a critical gap and informs leadership development and organizational policy by highlighting this ignored area. This study also has practical relevance for practitioners in numerous domains. The study can help executives and HR professionals create well-being treatments and programs. Workplaces that promote psychological safety, work-life balance, and supportive leadership may boost employee engagement, retention, and performance.

This work advances leadership and organizational psychology theory and research. Synthesizing literature and creating new theoretical frameworks expands the theoretical landscape and lays the groundwork for future research. Our findings may be used to explore new research pathways and better understand the complicated relationship between leadership and well-being.

The impact of this work goes beyond academics and organizations. It will help to improve individual and organizational performance and create healthier, more sustainable workplaces and society by enhancing leaders' well-being. In volatility, uncertainty, complexity, and ambiguity (VUCA) times, investing in leaders' well-being is crucial to establishing resilient and flourishing organizations.

1. METHODOLOGY

Leaders' well-being literature is selected using inclusion and exclusion criteria to guarantee relevance, quality, and comprehensiveness. The criteria include many characteristics to help identify and evaluate research-relevant literature. Studies on leaders' well-being—antecedents, repercussions, assessment, and interventions—are included. This ensures that the selected literature matches the review's aim and substantially contributes to our understanding of leaders' well-being. To incorporate varied viewpoints and intellectual contributions, we include peer-reviewed journal articles, conference papers, books, and book chapters from recognized academic venues. For contemporary field advancements and trends, we analyze literature published during the previous two decades. This time range lets us include current discoveries and provide a historical perspective on leaders' well-being studies. We include empirical and theoretical research because empirical data and conceptual frameworks advance leaders' well-being understanding. We cover the issue thoroughly by analyzing quantitative, qualitative, and mixed-method research. To keep the review literature rigor and relevant, exclusion criteria are used. Studies not directly addressing leaders' well-being or unrelated to our evaluation are excluded. To maintain the review's scholarly integrity, opinion pieces, blogs, and news stories are excluded. The criteria were set to guarantee that the selected literature contributes to a comprehensive synthesis of information on leaders' well-being, deepening understanding and enhancing leadership development research and practice. By following these criteria, we seek to maintain the quality and relevance of the literature reviewed and promote openness and rigor in the selection process.

To include relevant and high-quality literature in the review, we filter and choose articles in many processes. Initial title and abstract screening determines if database-retrieved articles meet inclusion requirements. During this step, non-qualifying items are removed. To evaluate review appropriateness, the remaining articles are full-text reviewed. This thorough review analyzes the study's methodological rigor, relevance to leaders' well-being, and contribution to knowledge. Non-compliant articles are omitted from the review. Discussion and conversation among team members resolves article inclusion or exclusion disputes. The selection process is extensively recorded for transparency and repeatability. A methodical approach to article selection ensures the review's literature's integrity and trustworthiness, adding to a thorough synthesis of leaders' well-being expertise.

2. REVIEW OF LITERATURE

In organizations, leadership and well-being affect individual and organisational success. This convergence has drawn scholars and practitioners'

attention, demonstrating a growing recognition of the complicated link between good leadership and employee well-being. This literature review examines key subjects, theoretical frameworks, empirical findings, and practical implications of organizational leadership and well-being. The researcher gathered 110 studies and selected 44 for the study.

2.1 LEADERSHIP AND WELL-BEING

Leadership style affects employee well-being in organizations (Illes, 2017). Employee well-being is improved by transformative leadership (Bernerth & Hirschfeld, 2016). To encourage their team, transformational leaders create ambitious goals and share fascinating tales, creating a sense of purpose and meaning (Niinihuhta, Terkamo-Moisio, et al., 2022). They encourage critical thinking and creative problem-solving by stimulating employees' minds (Clark et al., 2016). Transformational leaders also recognize each team member's unique skills and needs and provide personalized support and guidance (Clerkin & Ruderman, 2016). This tailored method boosts employee well-being by fostering team unity and psychological security (Van Horn et al., 2004).

Studies show that transformational leaders improve work satisfaction, engagement, and well-being (Berger et al., 2022). Transformational leaders create open communication, trust, and collaboration in the workplace, making employees feel valued, respected, and empowered to perform at their best (Charalampous et al., 2018). Transformational leaders inspire people to take charge of their work and contribute to organizational goals. This boosts employee confidence and happiness (Cullen-Lester et al., 2016).

Transactional leadership, which uses contingent rewards and corrective measures to motivate staff, may not improve well-being. Transactional leaders focus on tasks and regulations, ignoring their followers' mental health and goals (Irehill et al., 2023). Transactional leadership can achieve short-term goals and preserve compliance, but it may not inspire people or give them a sense of purpose.

As varied leadership styles affect employee well-being, transformational leadership is crucial to creating supportive and empowering workplaces (Kaluza et al., 2019). Organisations can benefit from developing transformational leaders that value employee growth and wellbeing, leading to sustainable performance and success (Niinihuhta, Terkamo Moio, et al., 2022). Leadership development courses and a culture of effective leadership may help companies succeed in today's fast-paced corporate climate.

2.2 LEADERSHIP PRACTICES AND EMPLOYEE ENGAGEMENT

Effective leadership methods promote employee engagement, which is connected to well-being and organisational performance (Barling & Cloutier,

2017). Effective leaders promote open communication, teamwork, and delegating, creating a workplace where employees feel valued, heard, and motivated to achieve goals. Engaging leaders foster a sense of community and purpose, which inspires teamwork (Grey & Jones, 2018). This improves performance and company culture.

Communication and transparency are key to good leadership (Kaluza et al., 2019). Honest and open communication builds trust and credibility with teams, creating a psychological safety zone where employees may freely express their views, concerns, and opinions (Dimoff et al., 2016). Open debate fosters inclusion and respect, allowing employees to actively contribute their unique perspectives and abilities to the organisation's success (Maxwell & Riley, 2016). Transparent leadership reduces uncertainty and ambiguity, reducing employee stress and improving well-being (Mahfouz & Richardson, 2020).

Genuine leadership is essential to effective leadership. Authentic leaders are self-aware, honest, and ethical, so their behaviours reflect their values. Authentic and vulnerable leaders build confidence and sincerity in the organisation (Weiss et al., 2018). This enables authentic self-expression and job engagement. Authentic leadership fosters deep team bonds, boosting cooperation, teamwork, and mutual aid. Effective leaders appreciate and recognise staff, recognising their efforts and successes (Mencl et al., 2016). Employee recognition boosts morale and motivation by promoting gratitude. Appreciation from superiors increases job satisfaction, participation, and well-being (Phillips & Grandy, 2018).

Thus, effective leadership must promote employee engagement and well-being via communication, openness, honesty, and gratitude (Roche & Haar, 2019). Great leaders create work environments that empower, respect, and assist employees, improving performance and business success (Urrila, 2022). Employee engagement and well-being may foster excellence and resilience in organisations (Roche et al., 2013). This will enable sustained development and competitiveness in today's ever-changing corporate environment.

2.3 LEADERSHIP SUPPORT AND WORK-LIFE BALANCE

Organisations need leadership support for work-life balance and employee wellness. Supportive leaders understand their team members' personal and professional obligations and show empathy, flexibility, and understanding (Shelton et al., 2021). Supportive leaders promote work-life integration to assist employees balance their personal and professional lives.

Work-life balance is enabled by supportive leaders who promote flexible work arrangements (Skakon et al., 2010). Leaders who understand workers' schedule needs provide telecommuting, flexible hours, and shorter workweeks (Zammuner et al., 2016). Employees can tailor their schedules to their duties

and aspirations (Nisar et al., 2018). Flexible work options increase employee satisfaction, retention, stress reduction, and well-being (Braun & Peus, 2018).

Employees facing personal or professional challenges receive emotional support and motivation from supportive leaders (Shirley et al., 2020). By showing empathy and actively listening, leaders create a safe space for employees to discuss issues and get guidance (Zheng et al., 2021). Leaders who provide emotional support can lower stress and anxiety, helping workers overcome obstacles (Lamane-Harim et al., 2021).

Supportive leaders give emotional support and demonstrate appropriate work practices and limitations (Linda & Fitria, 2016). They stress self-care and well-being. Leaders encourage workers to set realistic objectives and separate work and personal life to promote balance and self-preservation (Braun & Peus, 2018). Leaders who focus their own well-being inspire their teams to emphasise self-care and set work-life limits.

Leaders are essential to creating a workplace where employees feel valued, supported, and empowered to balance work and life (Brue, 2019). By promoting empathy, flexibility, and well-being, supportive leaders increase employee morale, productivity, and organisational effectiveness. In today's competitive employment market, leadership support and work-life balance create a culture of trust, resilience, and sustainability, making them desirable employers.

2.4 ORGANIZATIONAL CULTURE AND LEADERSHIP ALIGNMENT

Organisational culture and leadership practises must match to improve employee well-being and efficiency (Nieminen et al., 2013). Leaders that exemplify the organization's beliefs, foresight, and standards shape its culture and support employee success and growth. Leaders shape employee attitudes, actions, and experiences by demonstrating the company's values (Shao, 2019).

Organisations that prioritise employee well-being in their mission statements, policies, and practises demonstrate their commitment to a healthy and supportive workplace (Shao, 2019). Leaders foster a culture of care, compassion, and cooperation throughout the organisation by prioritising employee wellness and incorporating well-being programming into strategic goals. Job satisfaction, participation, and well-being rise when employees feel valued, appreciated, and helped (Wang et al., 2021).

Leadership alignment with company culture requires genuine commitment and consistent conduct and decision-making (Tyagi, 2021). Leaders who demonstrate honesty, empathy, and variety inspire trust and confidence. Leaders who follow the company's principles and expectations build trust and motivate employees to contribute (Chtourou Ben Amar & Ben Romdhane, 2019).

Organisations that prioritise employee well-being have higher productivity, creativity, and staff retention (Bowers et al., 2020). Leaders that prioritise

employee health and offer a supportive work environment motivate employees to perform at their best and work harder to achieve organisational goals (Warrick, 2017). Leadership tactics and organisational culture align to create a positive feedback loop that boosts staff wellbeing and efficiency.

Harmonising organisational culture and leadership practices is essential for creating a workplace that promotes employee well-being and business performance (Shamsuddin et al., 2023). Leaders foster a culture of care and collaboration and prioritise employee well-being to give workers a sense of belonging and purpose. This boosts company performance and success. Leadership techniques that reflect the company's beliefs and goals can create a happy workplace (Sieber et al., 2022). This will make individuals feel valued and empowered to succeed.

2.5 DISCUSSION

Multiple studies have shown that good leadership positively impacts both employee well-being and organizational effectiveness. Transformational leadership enhances employee well-being by inspiring, stimulating intellectual growth, providing individualized care, and exerting idealized influence. Transformational leaders cultivate environments that are characterized by respect, empowerment, and inspiration, thereby instilling a sense of purpose in the job being done. Transformational leaders foster effective communication, collaboration, and empowerment to facilitate employees' engagement with their work, colleagues, and goals. Empowering and engaging employees significantly enhance their happiness, engagement, and overall well-being.

Utilizing incentives and penalties in transactional leadership may not lead to an improvement in employee well-being. Transactional leadership can effectively accomplish immediate objectives and ensure adherence to rules and regulations, but it may not inspire or fulfill personnel. Transactional leaders prioritize labor and adherence to rules at the expense of their followers' mental well-being. Transactional leadership has the potential to decrease job satisfaction and promote burnout.

Leadership support is crucial in achieving work-life balance and reducing stress. Supportive leaders facilitate work-life balance for employees by demonstrating empathy, flexibility, and understanding. Supportive leaders offer adaptable work schedules, provide emotional assistance, and implement efficient work methods to help employees maintain a healthy work-life balance, manage conflicting objectives, and alleviate stress. Having the support of leaders enhances job happiness, employee retention, and mental well-being.

In order to enhance employee well-being and organizational effectiveness, it is crucial for leadership and culture to be in alignment. Leaders who embody the company's values, goals, and conventions have a significant impact on the

behavior and experiences of employees. By incorporating employee well-being into mission statements, regulations, and practices, organizations demonstrate their dedication to fostering a healthy and supportive work environment, where leaders are empowered to encourage care, compassion, and cooperation. Effective leadership and a positive corporate culture cultivate an exceptional work environment that fosters a sense of worth, dignity, and assistance, hence improving performance and achieving success.

3 CONCLUSION

Research indicates that using good leadership strategies can enhance both employee well-being and organizational effectiveness. Transformational leadership motivates and empowers followers to achieve their maximum capabilities, hence enhancing the performance of the workforce. Transformational leaders establish inclusive, motivated, and purpose-driven organizations. Transformational leaders motivate, energize, empathize, and empower individuals to uncover their sense of purpose and significance, so improving job happiness, commitment, and overall welfare.

Transactional leadership can enhance immediate goals and job performance, but it does not contribute to the well-being of employees. Transactional leaders prioritize contingent rewards and corrective measures over the well-being of their followers. Transactional leadership has the potential to decrease job satisfaction, employee involvement, and intrinsic motivation, leading to increased levels of stress and burnout.

Leadership support is crucial for achieving work-life balance and promoting employee well-being. Supportive leaders foster a nurturing and cooperative atmosphere by demonstrating empathy, adaptability, and comprehension towards others' emotional and vocational requirements. Supportive leaders facilitate the implementation of flexible work arrangements, provide emotional support, and encourage exemplary work practices to help employees achieve a healthy work-life balance.

An optimal workplace necessitates the alignment of company culture and leadership methodologies. Leaders who embody the company's values, goals, and conventions have a significant impact on the behavior and experiences of employees. By incorporating employee well-being into mission statements, regulations, and practices, organizations demonstrate their dedication to fostering a healthy and supportive work environment, where leaders are empowered to encourage care, compassion, and cooperation.

Transformational leadership, support from leaders, and alignment with organizational culture enhance employee well-being and boost organizational performance. In order to accomplish objectives, organizations may foster employee welfare, ingenuity, and collaboration. Additional research and practical

application are necessary to comprehend the intricate connection between leadership and well-being, as well as to establish empirically supported methods for fostering healthy and efficient organizations.

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